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ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE
COLLEGE OF BUSINESS AND ECONOMICS
BUSINESS LEADERSHIP

**ASSESSMENT OF CHANGE MANAGEMENT PRACTICE;
THE CASE OF ETHIOPIAN ELECTRIC POWER (EEP)**

PREPARED BY: MELAT SOLOMON

JUNE, 2023

Addis Ababa, Ethiopia



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**ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE DEPARTMENT
OF BUSINESS ADMINISTRATION & INFORMATION SYSTEM
GRADUATE PROGRAM UNIT**

**Assessment of Change Management Practice;
The Case Ethiopian Electric Power (EEP)**

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**A RESEARCH PROJECT WORK SUBMITTED TO THE SCHOOL OF
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Addis Ababa University

School of Commerce

Graduate Studies

This is to certify that the thesis is prepared by Melat solomon, entitled; “Assessment of Change Management Practice; The Case of Ethiopian Electric Power (EEP)” in partial fulfillment of the requirements for the award of the degree of Master of Arts in business leadership, with the regulation of the university and the accepted standards concerning originality.

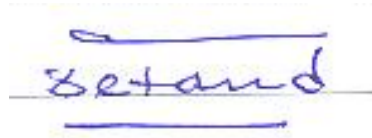
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Declaration

I, Melat Solomon Bogale, hereby declare that the thesis work entitled “Assessment of change management practice; The Case of Ethiopian Electric Power (EEP) “submitted in partial fulfillment of the requirements for Master of Arts in Business Leadership to Addis Ababa University, School of Commerce, is the outcome of my effort and that all sources of materials used for the study have been duly acknowledged.

This study has not been submitted for any degree in this University or any other University.

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Statement of Certification

This is to certify that Melat Solomon Bogale has carried out his research work on the topic entitled “Assessment of Change Management Practice; The Case of Ethiopian Electric Power (EEP)” is her original work and is suitable for submission for the award of Master’s Degree in Business Leadership.

Wubshet Bekalu (PhD)

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June 2023

ABSTRACT

Change is inevitable in an individual life let alone in an organization. And a well-managed change practice can go longer distance and higher places. The study was aimed to assess change management practices in the case of Ethiopian Electric Power (EEP), as there are numerous factors influencing it, both internal and external. We cannot, of course, control an external issue, but we can manage how internal causes of change affect practice. Even so, various elements are influencing it, which the research addressed. In this study, the research described leadership, communication, resistance to change, and organizational culture along with the implementation of the two change models (ADKAR & Kotter's 8 step model) the organization is currently using. This survey was conducted at the organization's headquarter in Addis Ababa, with key respondents, managers, and professional employees recruited. With the research aims and research questions in mind, the quantitative research approach and descriptive research design were used. A standardized questionnaire was designed and dispatched to a sample of 200 targeted employees and managers from a total population of 1210, and various departments to collect quantitative data. The quantitative data were analyzed using descriptive statistics. According to the descriptive statistics data, the mean score of change management concerns such as leadership, communication, resistance to change, and organizational culture leaned towards agreement. Even yet, there are still gaps to be filled, and the researcher recommended that the organization combat the remaining bottlenecks identified in this study in order to accomplish the planned goal. According to the study, leaders should be chosen because their primary duty is to bring about significant change that is aligned with the goal. Another requirement is careful monitoring of the entire change process to accurately measure and analyze its impact and success in order to fill the gap. Furthermore, on the basis of the research findings proper recommendations with suggestions for further studies have been passed on.

Keywords: change management practice, leadership, communication, resistance to change, and organization culture

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Acronyms and Abbreviations

EEP- Ethiopia Electric Power

EELPA- Ethiopia Electric Light and Power Authority

EEPCO- Ethiopia Electric Power Corporation

EEU- Ethiopia Electric Utility

SD- Standard Deviation

CHAPTER ONE

1. INTRODUCTION

This chapter discusses the study's background, problem statement, objectives, significance, scope, and limits; operational definitions of important terminology; and the study's structure.

1.1. Background of the Study

Change management is a deliberate technique for coping with the transition or transformation of an organization's objectives, procedures, or technologies. (Shivappa, 2015) defines organizational change as a shift or modification in the way people used to work or live. (Khurana, 2013) defines change management as the process of making changes in an organized and methodical manner.

Organizational transformation includes attempts to change organizational structure, procedures, or processes. Specific roles, individuals, work groups, structures, technology, and the organization as a whole can all be affected by these developments (Princy et.al, 2017). Adaptation is an inherent component of any organization, and whether we like it or not, all organizations, public and private, must adapt in order to remain relevant.

The purpose of change management is to implement methods for bringing about change, managing change, and assisting individuals in adjusting to change. Change is now a part of everyone's lives, as is corporate existence. Because of internal and external pressures for change, most organizations face the urgency of change in their everyday operations (Jalagat, 2016).

To achieve organizational success, Lucey (2008) emphasized that any change initiatives and activities should be aligned with company goals and objectives. This implies that competent change management is required for efficient handling and responding to change, as well as combating the concept of resistance to change. Change management is critical since it can have both positive and negative consequences for organizational success. As there are different factors influencing the management decisions such as; culture, leadership (internal drivers) and economic, political, social, environmental factors, and business trends (external drivers) (Lucey, 2008).

Existing evidences have also provided data about the different factors influencing change and change management. UNDP (2006) the two factors includes the internal factors or drivers such as change in operations, technologies, internal policies and laws, and urgent call for modernization, while external factors include the increasing demands of globalization, competition between companies in the industry, economic status, technological, political and social conditions that affects the goals and objectives of the organizations. (Lynn, 2001)

The role of leadership in change management is critical for change management success. According to a study conducted by Kotter and Cohen (2002), effective leaders can convey a clear vision for change, motivate others to strive towards that vision and offer the necessary support and resources to make the change happen.

Another important aspect of successful change management is effective communication. Employees are more likely to accept and support organizational change when they believe they have been fully educated about the reasons for the change, the expected outcomes, and their participation in the change process, according to Oreg et al. (2011).

Change resistance is a typical challenge in change management, and various research have investigated the causes and implications of resistance. According to Armenakis and Harris (2002), resistance to change is frequently built-in fear of the unknown, lack of trust, and job security concerns, and resolving these underlying issues might help diminish resistance.

The success or failure of change management activities can be heavily influenced by organizational culture. According to Cameron and Quinn (2011), organizations that have a strong, positive culture are more likely to successfully implement and sustain change programs.

Technology is increasingly being implicated in assisting change management efforts, and several studies have been conducted to investigate the impact of technology in change management. According to a study conducted by Madsen and Desai (2010), technology can be utilized to facilitate communication, cooperation, and information sharing during the change process, as well as to help lessen resistance to change.

These are only a few of the numerous studies on various areas of change management that have been undertaken. It is important to note that the topic of change management is always evolving, with new research being undertaken all the time to investigate new concepts and approaches to

change management. The topic of change management is always growing, and there are always knowledge gaps that necessitate additional research.

As organizations seek to navigate an increasingly complex and fast-paced business environment, current change management trends suggest a focus on agility, employee engagement, and cultural change. However, there is still much to learn about the most effective change management strategies, and ongoing research and exploration will be required to continue improving our understanding of this important field.

1.2. Background of the Organization

In 1955, the Ethiopian Electric Light and Power Authority (EELPA) was created. After restructuring in 1996, it was renamed Ethiopian Electric Power Corporation (EEPCO). In 2013, the corporation was divided into two companies: Ethiopian Electric Power (EEP) and Ethiopian Electric Utility (EEU).

EEP, or Ethiopian Electric Power, is a state-owned public utility corporation in Ethiopia that is in charge of generating, transferring, and distributing power. The company was founded in 1955 and has played an important part in the growth of Ethiopia's electricity sector since then.

The Energy Efficiency Programme is in charge of supervising the country's power producing infrastructure, which includes hydroelectric dams, thermal power plants, and wind farms. The corporation runs a number of hydroelectric dams, notably the landmark Grand Ethiopian Renaissance Dam, which is currently being built on the Blue Nile River. EEP also operates many thermal power stations that use fossil fuels to create electricity, as well as various wind farms.

Ethiopian Electric Power (EEP) is in charge of delivering and distributing electricity to customers throughout Ethiopia, in addition to generating it. The corporation manages a vast network of transmission and distribution lines that connect electricity plants across the country to cities, towns, and villages.

EEP is critical to Ethiopia's economic development since access to dependable and affordable energy is required for industrialization, agriculture, and general economic growth. In recent years, the corporation has launched a number of programs to increase access to electricity, particularly in rural areas where access to power is still limited.

The EEP, which was founded in 2013 by Council of Ministers Regulation No.302/2013, is in charge of generating, transmitting, and wholesale energy for the country and neighboring nations.

Currently, there are 22 interconnected generation plants, the majority of which are hydropower and wind farms. In addition to these, the EEP has power facilities that generate electricity from solid waste and geothermal sources. There are 186 mobile, generation switchyard, traction, and transmission substations.

EEP's vision is to be an international standard electric producer that contributes to the growth of the country and sets the groundwork for continental connectivity. With the mission of conducting feasibility studies, surveying, design, construction, rehabilitation, maintenance, operation, and management of generation, transmission, and substation infrastructures with a focus on renewable energy; selling and buying electricity in bulk; and providing reliable and safe electricity for the country's prosperity and continental connectivity.

The corporation has created several work possibilities around the country. And is expanding to accommodate more unemployed people. The company is also known for empowering women at work. Additionally, several care plans are provided to employees. It is a work in progress, but building an appropriate work environment for employees to thrive is essential.

1.3. Statement of the Problem

The purpose of this study is to assess the change management practices in organizations. Change is an inevitable part of organizational life, and the ability to manage change effectively is essential for organizational success (Hiatt, J. M., & Creasey, T. J. 2012). However, despite the importance of change management, many organizations struggle to implement it successfully (Cameron, E., & Green, M. 2015). Therefore, this study aims to investigate the factors that contribute to successful change management practices and to identify any gaps or weaknesses in current change management practices.

The energy sector is vital to the development of the country's economy and the enhancement of community life, and it is inextricably linked to the socioeconomic progress of any country, particularly poor countries like Ethiopia. Effective change management is critical for EEP, Ethiopia's state-owned power provider, to fulfill its goal of improving electricity access and

reliability in the country. According to Genet (2016), due to a lack of proper change management practices, EEP has struggled to make adjustments. The study further delineated that, EEP has not implemented change management practices correctly, resulting in failed projects and unsatisfactory outcomes.

More than half of the population in Ethiopia lacked access to an electric power. However, one of the primary areas where there have been multiple charges of service ineffectiveness and inefficiency (lack of good governance, corruption), particularly in customer service delivery, is the power industry (Zeritu, 2010). People were unable to obtain services due to a lack of effective governance and low service quality. In the power sector, there is a significant disparity between what is planned and what is really realized. As a result, it's unclear whether EEP used successful change management techniques.

However, the literature cited above indicates that there has been no study focusing on the change management practices adopted in EEP and what were the challenges practices. This study therefore was seeking to fill the existing gap in knowledge by establishing what change management practices in EEP has adopted to deal with change management and how effective they have been. As a result, the organization will be able to identify areas for improvement and establish plans to overcome the hurdles associated with adopting changes.

We can acquire insights into the effectiveness of change management practices at EEP and contribute to the establishment of best practices for managing change in complex organizations working in the energy business by completing this research.

Research Questions

The following research questions were answered

RQ1. What does the change management practice in EEP look like?

RQ2. What are the challenges in change management in EEP?

RQ3. What measures can be taken to improve the change management practice in EEP?

1.4. Research Objectives

1.4.1. General Objectives of the Study

The general objective of this study is to assess the change management practice in EEP.

1.4.2. Specific Objectives of the Study

The specific objectives of the study will be

1. Assessing the current level of change management practices in EEP.
2. To investigate the main challenges of change management in EEP
3. To propose the measures that can be taken to improve the change management process in EEP

1.5. Significance of the Study

The significance of this study can be understood in light of depicting the current level of the change management practice, the importance of investigating the key challenges encountered in EEP and the process employed to address them. The study's findings will provide insight into the problems in change management practice, as well as solutions for overcoming such challenges in future EEP management change projects. The study can be used as an input or as a source of reference for researchers that need to conduct a full study on examining change management practices in EEP. The study's goal is to build a theory. The findings will have scientific significance, conceptual significance, and empirical significance for future research.

1.6. Scope of the Study

The study is limited in terms of both issues and geographic coverage. Geographically the main office is located in Addis Ababa where most of the departments are available in one area. And the issues discussed here are limited to only the internal factors an organization possibly faces.

1.7. Limitations of the Study

The study required both methodologies (tools) to get a more accurate result, but due to the busyness of the management, couldn't go through with it. This could have given the researcher a wide scope of the gaps seen in the organization.

The study's goal is to assess the practices and challenges associated with organizational change management in EEP. As key respondents, managers and professional staff of the enterprises working in the headquarter located in Addis Ababa will be chosen.

1.8. The Organization of the Study

The paper was divided into five chapters starting from Chapter One which is the Introduction. In the introduction there is the background of the investigation, statement of the problem, fundamental research questions, goals of the study, research hypothesis, definition of words, and significance of the study were all introduced in the first chapter. Additional restrictions and the study's scope are also presented.

Chapter Two which is Review of Related Literature discussed the review of prior literature, including theoretical, empirical, and conceptual literature related to the study's issue, to shed additional light on the subject matter's notions.

Chapter 3 is the Research Methodology which is the information about the research methodology and a response to the research questions supplied in this chapter. The methodology also provided examples of research methodology, study design, data source, data collection technique, data collection tool, data analysis technique, validity and reliability, and research ethics.

In Chapter Four the information on data presentation, analysis, interpretation, and discussion of the study's conclusions was presented in this chapter.

Chapter 5 is the final chapter with the summary, conclusions, and suggestions that are made in light of the study's findings.

CHAPTER TWO

2. LITERATURE REVIEW

2.1. Definition of Change

Organizational existence is characterized by perpetual change. The literature on change discusses a variety of topics related to the phenomena, including the causes of change, its types, its processes, and its results. We will look at some of the major ideas and discoveries on the topic of change in this literature study.

Understanding the need for change is one of the essential elements of transformation. According to research (Burnes, 2004; Pettigrew et.al, 2001), change is influenced by a variety of internal and external influences, including market trends, technology improvements, and changes in consumer preferences. These forces of change might give firms the chance to innovate, increase productivity, or adjust to changing conditions.

Changes might range from subtle adjustments to complete transformations. Happened and reactive changes are more or less the same but differ in the cause while planned change is a calculated and organized change and incremental change is from the micro level gradually changing (Ramachandrun, 2018). According to research, gradual adjustments are more frequent and simpler to implement than radical ones, which can be more difficult and call for a large investment of time and money.

Preparation, implementation, and consolidation are three steps that commonly make up the change process (Cummings et.al, 2015). Organizations evaluate the need for change during the preparation stage, create a change strategy, and inform the appropriate stakeholders of the change. Organizations implement the change strategy and keep track of results during this phase. Organizations institutionalize the change and make sure it is maintained throughout time during the consolidation stage, which comes last.

Depending on the kind and extent of the change endeavor, the results can differ. According to research, effective transformation can boost productivity, innovation, employee satisfaction, and customer results (Cameron & Quinn, 2011). However, resistance, disagreement, or unforeseen repercussions are some of the negative effects of change (Bordia et.al, 2004).

In conclusion, the literature on change highlights the importance of understanding the drivers of change, the types of change, the process of change, and the outcomes of change. Organizations that can effectively manage change are better positioned to adapt to new circumstances, remain competitive, and achieve their strategic goals.

2.2. Drivers of Change

The drivers of change refer to the factors or forces that lead to significant shifts in society, economy, politics, culture, technology, and the environment. Over the years, various scholars and researchers have identified different drivers of change based on their theoretical frameworks and empirical evidence. Here are some examples:

Technological Innovation:

- "The Fourth Industrial Revolution is characterized by a range of new technologies that are fusing the physical, digital, and biological worlds, impacting all disciplines, economies, and industries, and even challenging ideas about what it means to be human." (Klaus Schwab, 2016).
- "The development of robotics and artificial intelligence will fundamentally transform the nature of work and the structure of the economy." (Erik Brynjolfsson and Andrew McAfee, 2014).

Demographic Change:

- "The world's population is aging rapidly, and this demographic shift will have significant implications for social welfare, healthcare, and economic growth." (Richard Jackson, 2014).
- "Migration is a complex and multifaceted phenomenon that is shaped by economic, political, and social factors and has profound impacts on both the countries of origin and destination." (Hein de Haas, 2010).

Globalization:

- "The rise of populism and nationalism is challenging the traditional model of globalization, and posing new questions about the benefits and costs of economic integration." (Dani Rodrik, 2017).

- "The emergence of new powers, such as China and India, is reshaping the global balance of power, and creating new opportunities and challenges for the international system." (Parag Khanna, 2019).

Environmental Change:

- "Climate change is the defining challenge of our time, and requires urgent and comprehensive action to reduce greenhouse gas emissions and mitigate its impacts." (Intergovernmental Panel on Climate Change, 2018).

- "The depletion of natural resources and the degradation of ecosystems are undermining the long-term sustainability of human societies, and require new approaches to resource management and conservation." (Johan Rockström et al., 2009).

Cultural Change:

- "The rise of identity politics and the fragmentation of social norms and values are creating new challenges for democratic governance and social cohesion." (Francis Fukuyama, 2018).

- "The digital revolution is transforming the way we communicate, consume information, and interact with each other, and is creating new opportunities and challenges for cultural expression and creativity." (Lawrence Lessig, 2008).

2.3. Types of Change

Several types of organizational change can occur in a business or other organization.

1. Structural change: Structural change refers to changes in the organization's hierarchy, roles, and responsibilities. One recent example of this type of change is the increasing trend towards flatter organizational structures, which reduce hierarchy and increase collaboration. A study published in the Journal of Business Research found that companies with flatter structures tend to have higher levels of innovation and employee engagement (Kang et al., 2021).

2. Process change: Process change refers to changes in the organization's methods, procedures, and workflows. One recent example of this type of change is the adoption of agile methodologies, which emphasize flexibility, iterative development, and customer collaboration.

A survey by Gartner found that 80% of organizations are now using agile methods for their software development projects (Gartner, 2021).

3. Cultural change: Cultural change refers to changes in the organization's values, beliefs, and norms. One recent example of this type of change is the increasing emphasis on diversity, equity, and inclusion (DEI) in the workplace. A study published in the Academy of Management Journal found that organizations with more diverse and inclusive cultures tend to have higher levels of innovation and financial performance (Herring et al., 2019).

4. Strategic change: Strategic change refers to changes in the organization's goals, objectives, and overall direction. One recent example of this type of change is the increasing focus on sustainability and environmental responsibility. A survey by Deloitte found that 75% of CEOs view sustainability as important for their company's long-term success and that many are taking concrete steps to reduce their environmental impact (Deloitte, 2021).

2.4. The Processes of Change



Figure 1: Process of Organizational Change.

Source: Bbamantra, organization change- change management, types and sources, 2019

2.5. The Expected Outcomes of Change

Improved decision-making, better productivity, improved communication, and lower stress are all advantages of changes. Additionally, change management can assist boost worker morale and foster a happier workplace. Innovation, skill development, employee development, improved business possibilities, and higher staff morale are all benefits of change. Researchers are frequently interested in the consequences of organizational change to determine the degree to which an organizational change has made a difference (Kuipers et al., 2013).

On the other side, if it's poorly managed, it could have a detrimental effect that goes beyond simply annoying people and forcing them out of their comfort zones. It may have an impact on work quality, productivity, morale, physical and mental health, and job satisfaction. There is the risk of losing the finest employees.

2.6. Change Management

Organizations must use change management to be able to respond to changing conditions effectively and efficiently. The body of knowledge on change management is vast and encompasses many facets of the process, such as the forces driving change, opposition to change, and implementation tactics. We will look at some of the major issues and conclusions in the field of change management in this literature study.

One of the critical components of change management is understanding why change is necessary. Research suggests that change is driven by a variety of factors, including external pressures such as changes in the market or regulatory environment, internal factors such as organizational culture or strategic goals, and individual factors such as personal ambition or career development (Balogun & Hope Hailey, 2008; Burnes, 2004). The ability to identify these drivers of change is critical for developing effective change management strategies.

Even when change is essential, it can be difficult to implement. Change resistance is a common occurrence that can affect both individuals and organizations. According to research (Bordia et al, 2004; Kotter & Schlesinger, 1979), resistance to change can be triggered by a range of factors, including a fear of the unknown, a sense of loss of control, and a belief that one's self-

interest or sense of identity is jeopardized. To overcome resistance to change, organizations must develop strategies that address these concerns and ensure that staff members are involved in and supportive of the change effort.

Agile techniques are one way to change management that has gained favor in recent years. Agile is a fluid and iterative methodology that values cooperation, adaptability, and customer-centricity (Schmidt & Finnegan, 2019). Agile approaches, according to research, can be effective for managing change in complex and fast-changing contexts because they allow organizations to respond quickly to changing conditions and adjust their approach as needed (Sutherland & Schwaber, 2007).

Another critical aspect of change management is leadership. Effective change management requires strong and visionary leadership that can articulate a clear vision for change, inspire and motivate employees, and provide the necessary resources and support to implement the change initiative (Evans, D. 2014). Research suggests that leaders who can engage employees and foster a supportive and collaborative culture are more likely to succeed in implementing change (Hughes, 2016).

In conclusion, the literature on change management highlights the importance of understanding the drivers of change, overcoming resistance to change, using agile methodologies where appropriate, and providing strong and visionary leadership. Organizations that can effectively manage change are better positioned to adapt to new circumstances, remain competitive, and achieve their strategic goals.

2.7. Change Management Models

So here are some of the models to associate with change management:

The theoretical review entails an analysis of bodies of knowledge as captured theories relevant to the proposed analysis. The study was guided by Kotter 8 step model, ADKAR, Kurt Lewin's three-step model, and Mento et.al's model.

1. Kurt Lewin's three-step model

Lewin's Change Management Model: Developed by psychologist Kurt Lewin, this model involves three stages: unfreezing, changing, and refreezing. Unfreezing involves preparing the

organization and individuals for change, changing involves implementing the change, and refreezing involves making the change permanent (Levasseur 2001).

This model is a well-known model and mostly used model of all time. Most of the change management models are proposed based on Kurt Lewin's three-step model

We start by unfreezing. This stage gets people ready for the change. Survey the organization, analyze its existing state, and understand why the change is necessary before implementing it. Communication with higher management is also required to guarantee that no barriers occur. Then comes Changing; communication is crucial at this time. The project manager must communicate frequently. If problems emerge, they must be resolved as soon as feasible. Employees must be allowed to engage in or become involved in the transformation. The third stage is refreezing. Employees are still in shock as a result of the transfer, therefore low efficiency and effectiveness are to be expected. Employees should receive regular training (Hughes, 2007).

2. The eight-stage procedure Model of Kotter

This model was developed by Harvard Business School professor John Kotter and consists of eight steps: creating a sense of urgency, building a coalition, forming a strategic vision, communicating the vision, empowering others to act on the vision, creating short-term wins, consolidating gains and producing more change, and anchoring new approaches in the organization's culture

Building a strong case for change and instilling a sense of urgency among stakeholders is the first step in creating a sense of urgency. According to (Gill, 2002), having many people to talk about the proposed change, might create the eagerness or urgency we are looking for. Bringing together a group of prominent individuals to lead the change effort is the second step, which entails building a strong coalition. Todnem (2005) asserts that this step involves convincing stakeholders that change is necessary. Developing a compelling vision for the future state of the organization is the third step in the change-making process. The fourth phase, conveying the vision, entails informing all stakeholders of the change that is required as well as the vision. It is a must to communicate the new vision more often and strongly to all the people in the organization (Rose, 2002). Eliminating obstacles to change and allowing staff to take initiative is

part of the fifth stage, which is empowering others to carry out the vision (Gill, 2002). In the sixth phase, "creating short-term wins," quick victories are celebrated to retain momentum and support for change. According to Huitt, W., & Monetti, D. (2008), short-term wins are just a kick-off for the long-term ones. The seventh step, consolidating gains and producing more change, involves leveraging the momentum of early successes to drive further change. The final step, anchoring new approaches in the organization's culture, involves embedding the new approaches into the organization's culture to ensure that change is sustained over the long term.

3. ADKAR Model

ADKAR is a change management model that focuses on individual change. The model was developed by Jeff Hiatt, the founder of Prosci, a leading provider of change management resources and training. The ADKAR model consists of five stages: Awareness, Desire, Knowledge, Ability, and Reinforcement (Malhotra, 2019)

The following components make up the ADKAR change model:

A: Awareness: Inform workers about the change.

D: Desire: Create a motivation to change.

K: Knowledge: Show staff members how to implement the change.

A: Ability: Use knowledge to enhance your capacity for change.

R: Reinforcement: Make the change lasting by reinforcing the new techniques.

Awareness

Creating awareness of the need for change is the first step in any change. As stated by ADKAR, raising awareness entails explaining both the nature of the change and its necessity. It entails lucidly outlining the commercial imperatives or opportunities that have led to the demand for change. It also entails discussing the urgency of the change and outlining the dangers of delaying action. (The Mind Tools Content Team, 2023)

Desire

The desire for change among employees must then be sparked by change agents. They should therefore have an impact on people. The person must ultimately decide to voluntarily support

that transformation. According to many practitioners, achieving desire is the hardest of the five building steps to do. Desire is challenging because, at its core, it is a choice that we cannot directly influence. Although there are techniques to try and sway someone's decision to accept change, in the end, people must make this choice for themselves. Similar to awareness, desire can only be fulfilled once a person decides to take part in organizational change (The Mind Tools Content Team, 2023).

Knowledge

Workers won't advance unless they have the abilities, know-how, resources, and procedures to adapt. Learning how to change and how to perform after the change are necessary for effective change management (Jeffrey M. Hiatt, 2006)

Ability

Knowledge is translated into action through ability (Louise von Matern, 2022). Employees must now apply what they have learned in the real world through training, mentoring, and assistance. Despite the similarities between knowledge and skill, there may be a very big difference between the two. While someone can learn the necessary tools, processes, and techniques for a new skill, it may take considerably longer for this information to transform into performance ability.

Reinforcement

Change must also be maintained. It's important to reinforce behaviors with praise, awards, and internal fulfillment. The majority of organizations devote a lot of money in assisting individuals in increasing their awareness, desire, knowledge, and capacity for successful change. However, if you don't comprehend the shift and make proactive plans to support it after it has occurred, you run the danger of losing money on your investment and not getting the full benefit of the change. According to (Matthew Scherer, 2022), praises and rewards could make a difference in the long run of the plan.

Because successful change management is difficult, the ADKAR framework is quite useful. The ADKAR Assessment aids in the identification of any change-related barriers for specific roles, allowing you to assist people affected by the change in moving past them.

These models may be used separately or in combination, depending on the needs of the business and the sort of change being implemented. In our case, we merged the ADKAR model for successful individual change support with John Kotters' 8-step model since it tackles all aspects of change, from cultural to operational.

As an extra study idea, consider "Mento et al.'s 12 step model," which is similar to Kotter's 8 step model but more defined, elaborated, and thorough than previous models.

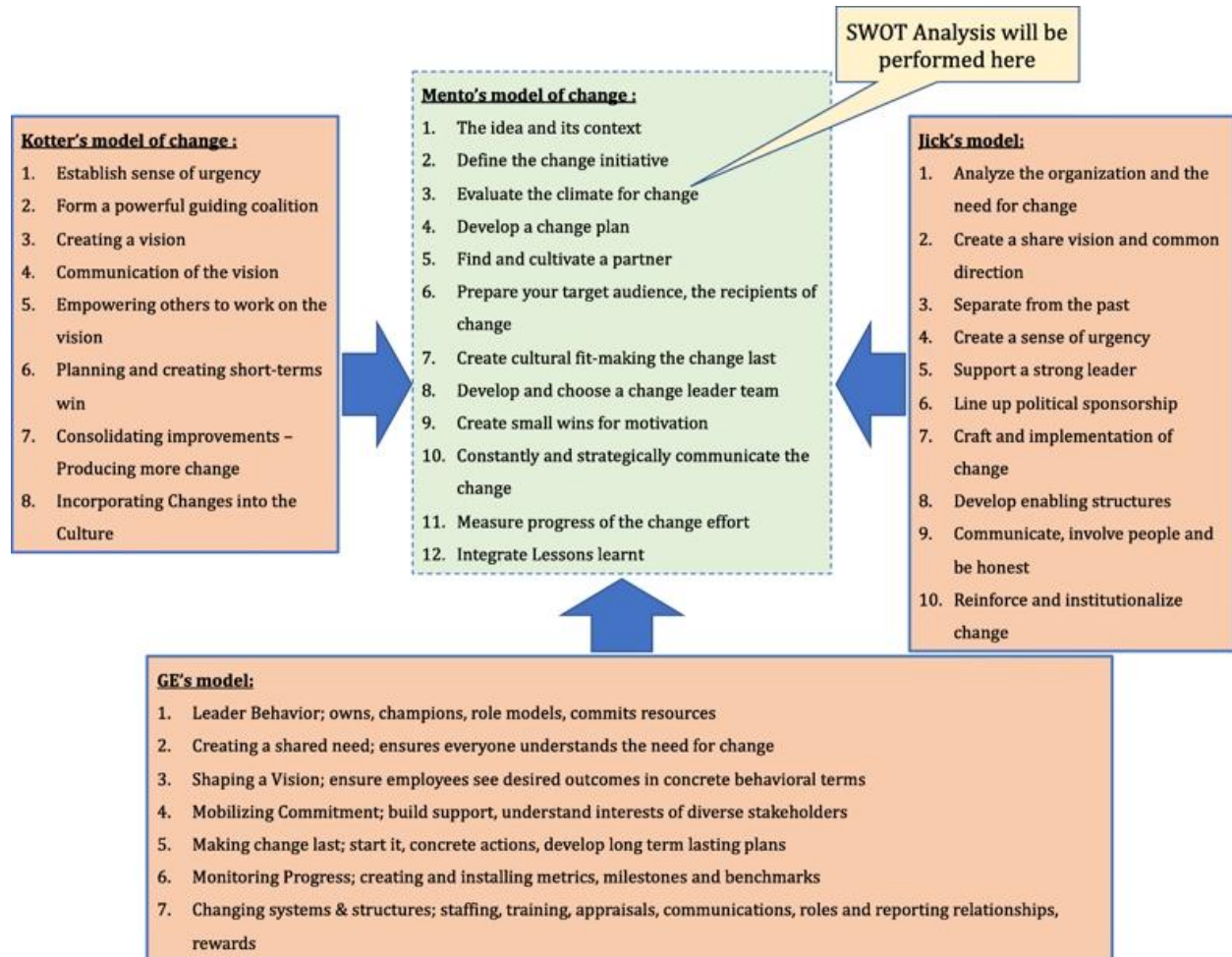


Figure 2: Mento, et.al 12 step model

Source: Mento's change model in teaching competency-based medical education, 2020

2.8. The Factors Affecting Change Management

Change management of any organization are affected by Organizational Culture, Resistance to Change, Communication and Leadership (Cascio, 2006).

- I. Organizational culture: refers to the shared values, beliefs, and behaviors that shape how people in an organization interact with each other and with external stakeholders. The literature on organizational culture covers various aspects of the phenomenon, including the definition of culture, the dimensions of culture, the impact of culture on organizational outcomes, and the strategies for managing and changing culture. In this literature review, we will examine some of the key themes and findings in the field of organizational culture.

One of the critical components of organizational culture is the definition of culture. Research suggests that organizational culture can be defined as a set of shared assumptions, values, and beliefs that shape how people in an organization think, behave, and interact (Schein, 2010). Culture is reflected in the organization's symbols, rituals, stories, and artifacts, and it can have a significant impact on the organization's performance and outcomes. Organizational culture, according to research, can be defined as a set of common assumptions, values, and beliefs that shape how people in an organization think, behave, and interact (Schein, 2010). Culture is reflected in the symbols, rituals, tales, and artifacts of the organization, and it can have a substantial impact on the organization's performance and outcomes.

The dimensions of organizational culture can vary, but some of the common dimensions include innovation, customer orientation, teamwork, and agility (Cameron & Quinn, 2011). Research suggests that organizations with strong cultures that align with their strategic goals are more likely to succeed in achieving their objectives (Chatman & O'Reilly, 2016).

The impact of organizational culture on organizational outcomes can be significant. Research suggests that a strong culture can lead to higher employee satisfaction, increased innovation, and better organizational performance (Abu-Jarad, 2010; Denison & Mishra, 1995; Kotter & Heskett, 1992). However, a weak or dysfunctional culture can lead to negative outcomes, such as low morale, high turnover, and poor performance (Cameron & Quinn, 2011).

Strategies for managing and changing organizational culture can vary, but some of the common approaches include leadership, communication, and employee involvement (Cameron & Quinn, 2011). Research suggests that leaders who embody the values and behaviors of the desired culture and communicate the importance of culture to employees are more likely to succeed in changing culture (Abu-Jarad, 2010; Kotter & Heskett, 1992). Employee involvement and

participation in the culture change process can also be effective in promoting ownership and commitment to the new culture (Cameron & Quinn, 2011).

The culture of an organization can have a significant impact on how change is perceived and received. Organizations with a culture that values innovation and change may be more receptive to new ideas, while those with a more traditional or risk-averse culture may be more resistant to change. Effective communication is essential for successful change management. Clear and consistent messaging can help build understanding and support for the change, while poor communication can lead to confusion and resistance.

- II. Leadership: According to Vineet Nayar, V (2013), "leadership is defined as an individual's ability to influence, motivate, and enable others to contribute to organizational success." Power and control do not differentiate leaders from managers."

The leadership style of the change agent can have a significant impact on the success of a change initiative. This can include their ability to inspire and motivate others, as well as their communication skills and ability to form relationships with stakeholders (Amy Ericson, 2021).

Adopting change management practices that can improve organizational performance requires effective leadership. Following are some examples of how leadership might affect change management practice:

Leaders must articulate a compelling change vision that inspires and motivates employees. This vision should be presented on a regular basis.

This vision should be communicated frequently and consistently to ensure that everyone is on the same page and working towards the same goals. Leaders must also interact with employees on a regular and transparent basis in order to create trust and keep everyone informed about the status of the changes. This includes actively listening to criticism and responding to problems in a timely and effective manner (Reed Deshler, 2021).

Setting priorities requires leaders to prioritize which improvements are most important and to ensure that resources are spent appropriately. This entails making difficult decisions about what to prioritize and what to deprioritize. Leaders must establish a strong team of individuals who are committed to the vision and have the skills and knowledge to accomplish the changes. This

includes discovering and developing internal talent as well as bringing in outside expertise as needed. Leaders must model the behavior that they wish to see in others. This entails displaying a dedication to the changes, being open to feedback and continual learning, and holding yourself and others accountable for results. (2020, James Carter)

By providing clear direction, building a strong team, communicating effectively, and leading by example, leaders can create a culture of change that enables the organization to adapt and improve its performance over time.

III. Resistance to change: is the unwillingness to adapt the altered circumstances. In a group context, it is difficult to control resistance. You can interact with your staff in a collective context, but resistance is an inward reaction that differs by an individual (Suzan M.HeathfileMarch 2021021)

There are numerous reasons for resistance, but at its core, resistance stems from a fear of the unknown. People are biologically programmed to seek patterns and predictability, and any uncertainty, no matter how anticipated or favorable, can cause anxiety (Kealy Spring, 2021)

As a result of resistance to change, change initiatives suffer. The primary disadvantage of resistance to change is lower productivity and performance. Change resistance can slow or postpone the implementation of change initiatives, affecting deadlines, finances, and overall project success. Employee turnover is also detrimental to organizational change. Resistance to change can also lead to organizational conflicts and quarrels (Tahir Abbas, 2021).

According to (Netpresenter, 2023), there are strategies to overcome organizational resistance. Aligning all employees by offering all of the knowledge they need to grasp the change, providing a central source; rather than relying on people to pass on the message, supplying information from a central source, increasing transition preparedness; customized communication improves comprehension, It increases change readiness while decreasing noise and resistance; less noise and resistance speed up your change.

It's important for change managers to proactively address resistance to change through effective stakeholder engagement, communication, and change management strategies. This may involve identifying potential sources of resistance, building support and buy-in for the change initiative, providing training and support for employees, and addressing concerns and questions in a

transparent and timely manner. By addressing resistance to change effectively, change managers can increase the likelihood of success for change initiatives.

Understanding these factors can help organizations develop effective change management strategies and anticipate potential challenges that may arise during the change process.

- IV. Communication: Communication is the information you provide to your stakeholders in order for them to understand why a change is being implemented and how it will affect them. Effective communication can help to build buy-in and engagement from employees and stakeholders, reduce resistance to change, and ensure that the change is implemented smoothly and successfully (Caroline Hamilton, 2022)

Kotter, J. P. (1996) argues that communication is one of the most important tools for successful change. He suggests that leaders should communicate the change vision frequently and consistently to keep employees informed and engaged. The researcher emphasizes the importance of communication during the change process. They suggest that communication should be an ongoing process, rather than a one-time event, and that leaders should use multiple channels to reach employees (.Mento, A. J., Jones, R. M., & Dirndorfer, W. 2002).

Also Ford et al. 2008) argue that communication is key to reducing resistance to change. They suggest that leaders should use multiple channels to communicate the change, listen to employees' concerns, and provide opportunities for feedback and input. And Cameron, E., & Green, M. (2015) suggest that communication should be a two-way process during change. They argue that leaders should actively listen to employees' concerns and provide opportunities for dialogue and collaboration.

2.9. Change Management Practice

Change management refers to the process of planning, implementing, and managing changes within an organization. Change management practices are the specific methodologies, tactics, and strategies used to lead and help change management activities.

Change management is a systematic method for transitioning people and organizations from their current condition to their desired future state. Here are some credible citations and references to support the concept of change management practice:

One of the most often used change management models is J. P. Kotter's eight-step change management model. Among the steps are instilling a sense of urgency, forming a guiding coalition, developing a vision and strategy, communicating the change vision, empowering others to act on the vision, achieving short-term wins, consolidating gains and producing more change, and embedding new approaches in the organization's culture.

K. Lewin's three-step model for change management (1951) is another famous paradigm. The steps are unfreezing the current state, shifting to the desired state, and refreezing the new state to make it permanent.

Cameron, E., and M. Green (2015) provide an overview of different change management models and tactics, including Kotter's eight-step model and Lewin's three-step model. Analysis of st Change management programs usually fail, according to Beer, M., Eisenstat, R. A., and Spector (1990), because they fail to take into account the organization's culture and underlying assumptions. They propose that change managers must diagnose the organization's culture and design solutions that are consistent with it.

Overall, these examples demonstrate that change management is a systematic technique for moving people and organizations from their current state to a desired future state. Different models and tactics can be used, but effective change management requires an awareness of the organization's culture and underlying assumptions.

Strong leadership, good communication, a culture that matches the vision, and change enthusiasts are required for good change management practices. They also need a focus on sustainability, with a particular emphasis on incorporating improvements into the culture and the process. Following best practices for change management can help organizations increase the likelihood of success in change efforts and achieve their desired objectives. Stakeholders, force field analysis, and action planning are also discussed.

2.10. Empirical Review

2.10.1. General Empirical Literature Review

Electric power provider corporations are facing significant challenges today due to changes in technology, regulatory frameworks, and customer expectations. Change management has become a critical process for these corporations to adapt to these changes and remain

competitive. The following empirical studies shed light on the various approaches and strategies used by electric power provider corporations to manage change:

Boudreau, J. W., & Ramstad, P. M. (2005) argue that electric power providers need to adopt a strategic approach to change management that focuses on developing and deploying employee talents to meet the challenges of the changing industry. They suggest that HR measurement and analysis can help organizations identify the skills and competencies needed for success.

Fischhoff, M. E., & Fischhoff, B. (2017) provide a framework for assessing the risk and opportunity implications of technological change in the electricity sector. They argue that electric power providers need to develop a comprehensive understanding of the potential impacts of new technologies on their operations and stakeholders, and to engage in ongoing dialogue with stakeholders to build trust and support for change.

Söderholm, P., & Sundqvist, T. (2003) provide an economic analysis of electricity markets, including the impact of regulatory and policy changes. They argue that electric power providers need to be able to adapt to changing market conditions and to develop strategies for managing risk.

This report by the NREL provides insights into innovation and change management practices for the US Department of Energy's renewable energy programs. The report suggests that effective change management requires a focus on leadership, communication, and stakeholder engagement, as well as a willingness to experiment and learn from failures (The National Renewable Energy Laboratory (NREL) 2017).

Joan C. (2013) found that management practices employed by Kenya power in the change management and implementations were: communication and communication planning, employee participation, leadership commitment, organizational structure and stakeholder involvement. Although all these change management process were employed not all were fully understood and undertaken to satisfaction hence failing.

The dimensions of change management were technological changes, communication strategy and organizational restructuring. The first objective of the research clearly shows that technological change yields a significant impact on employee performance in the Nigerian Electricity Regulatory Commission. A preponderance of the respondents believed that their

performance is affected by technological changes in the Commission. Organizational changes and change in communication strategy of the Commission were found to positively impact on employee performance in the Commission was pointed by Akunne, C. and Ibrahim, U. (2021)

Bhebhe Thomas et.al (2019) mentioned that the introduction of prepaid metering saw the organisational structure being changed at ZETDC. Levels of employee engagement at ZETDC were low. A majority of employees in the organisation pointed out that they were not being involved in decision-making concerning change; even that which affects them directly. In contrast, managerial employees were of the view that employee involvement levels were on the higher side. There was a significant association between age and the extent to which employees were satisfied with the way they were involved in decision-making. Also work experience, employee's skill and level of education were found to be the factors that influence the involvement of employees. Years of service, trade union representation and management's leadership style were among the factors that were found not to be as influential in employee involvement. Management respondents were of the opinion that type of change to be implemented would also determine the extent to which employees are involved. There is a significant association between an employee's qualification and the possibility of management involving that employee in change-related decisions. Communication, training and development, incentives, teamwork and clearly defined roles were indicated as strategies that would enhance correct and holistic change implementation.

Genet (2016) concludes that challenges like Communication, employee resistance, lack of top management involvement is minimized during implementation of change. In regard to the change implementation results the researcher concludes that the organization change implementation brings new organizational structure which helps to split the huge company in to two which is manageable size in effect help the management to focus on the core issues and also new different policy procedures, cost reduction strategy, new office layout and new benefit package implemented and these helped to improve its work to some extent but not remarkable

Overall, these references suggest that electric power providers need to adopt a strategic approach to change management that focuses on developing and deploying employee talents, engaging with stakeholders, leading effectively, and being willing to experiment and learn from failures. Effective change management requires a focus on leadership and communication, as well as a

comprehensive understanding of the potential impacts of new technologies on the industry and its stakeholders. These studies highlight the importance of organizational culture, leadership, technology, stakeholder engagement, and organizational learning in change management in electric power provider corporations. Successful change management requires a holistic approach that takes into account these various factors and aligns them with the organization's strategy and goals.

2.11. Conceptual Framework

Based on the above reviews, it was seen that there are several factors to focus on and several models to use for a change management plan. In the following research the researcher focused on some of the factors that are very common in a long-lived organizations and also the level of the process of the change management. The factors that was focused on are mentioned above and those are leadership, culture, communication and resistance to change. While the processes are the models ADKAR and Kotter's 8 step model.

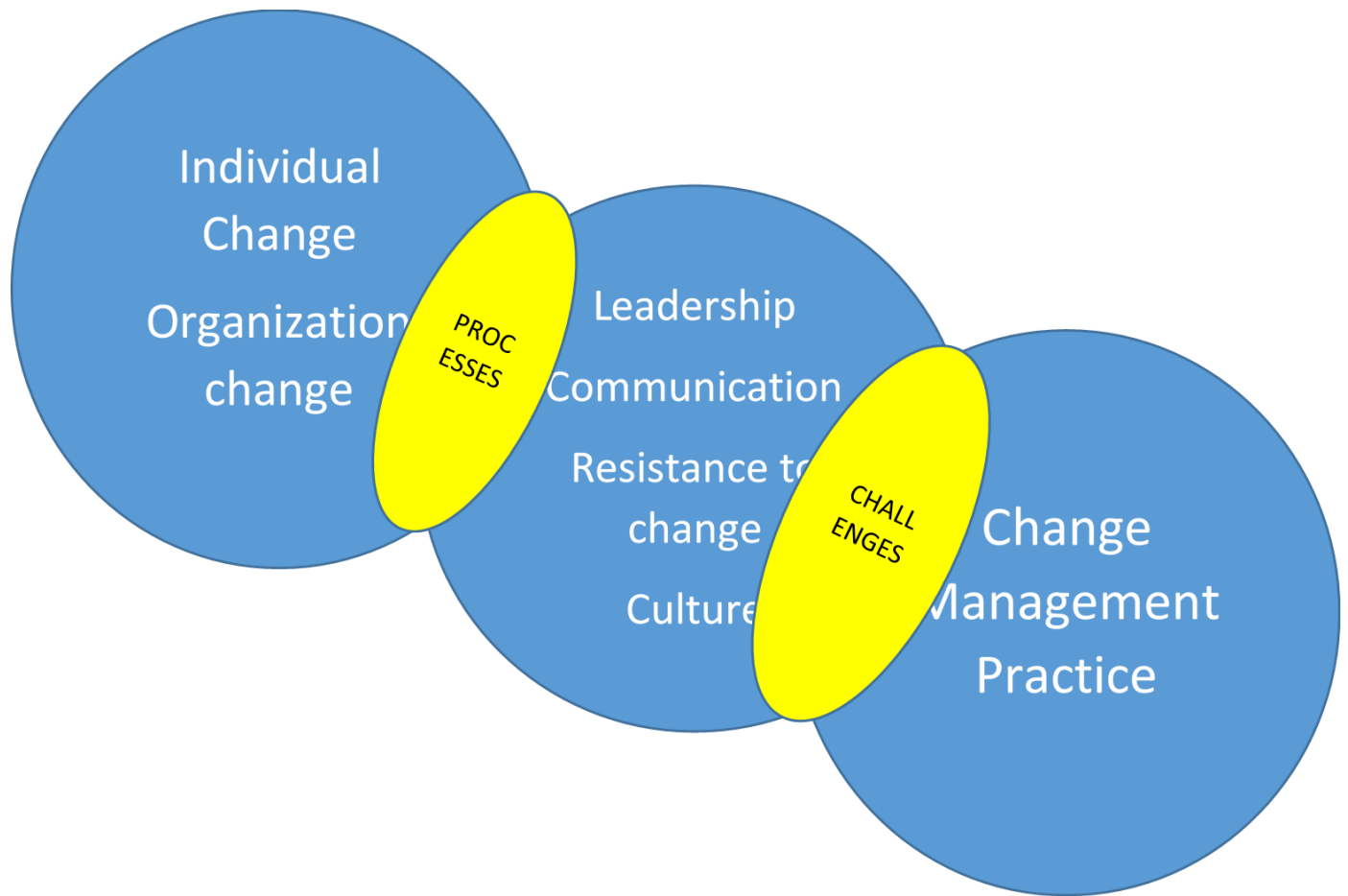


Figure 3: Conceptual Framework of Change Management Practice.

Source; Own Research Model

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction

The methods employed in the study are presented in this chapter, with an emphasis on the research design, research approach, population and sampling technique, research tools, data collecting, analysis techniques, validity and reliability, and ethical considerations.

In order to satisfy the requirements of truth, objectivity, and validity, it is necessary, according to (Brynard and Hanekom, 1997), to reflect on the design, organization, and execution of the research. Research technique thus emphasizes the research process and the choices the researcher must make to carry out the study endeavor.

3.2. Research Design

Since the purpose of this study was to assess the Change Management Practices in EEP, a descriptive research approach was used. This is mostly due to the research instrument's design, which is questionnaires to get detailed insights from respondents. The data collected from all potential sources was described in order to assess the change management practice of EEP, which is another reason why the descriptive research approach was chosen. By defining the peculiarities of a given scenario and painting a picture of its specific details, descriptive design aids in communication (Neuman, 2007).

3.3. Research Approach

The research methodology used in this study is quantitative. The goal of quantitative research is to have a better understanding of the EEP change management. Researchers employed quantitative tools to study conditions or events that have an impact on humans. Quantitative research generates objective data that may be expressed effectively using statistics and numbers (Traci Williams, 2021). The quantitative method's speed and efficiency make it appealing to explore. Data computing technology allows for the rapid processing and analysis of data, even with enormous sample sizes. Finally, generalizations was made based on the findings of the investigation.

3.4. Population and Sampling Technique

A population is defined as all persons or items (units of analysis) that share the characteristics being studied. The unit of analysis can be a person, an individual, an organization, a country, an object, or any other entity about which researchers want to draw scientific conclusions (Kelley et al, 2003). The research was carried out at Ethiopian Electric Power's headquarters in Addis Ababa. Since the company population is around 8164 people in positions of authority, the researcher decided to limit the scope to members in the main office who are directly involved in the change management practice.

This study employed the stratified sample technique. "If a population from which a sample is to be drawn does not constitute a homogeneous group, stratified sampling is preferred," writes Kothari (2004).

Stratified sampling is commonly used to obtain a representative sample. Using this technique, the population was divided into a number of subpopulations randomly, each of which was more homogeneous than the general population (these distinct subpopulations are referred to as strata).

3.5. Sampling size

The appropriate sample size for a research study depends on several factors, including the research design, the population being studied, and the level of variability in the population, the research question, and the statistical analysis being used.

In general, larger sample sizes tend to provide more reliable and accurate estimates of the population parameters being studied. However, larger samples may not always be feasible or necessary, particularly for studies with well-defined populations or homogeneous characteristics. But in this study's case for a population of 1210 members in EEP, using table 1 below by J.Carvalho, 200 sample size was drawn.

Table 1: Sample Size.

	Small	Medium	Large
151-90	5	13	20
91-150	5	20	32
151-280	13	32	50
281-500	20	50	80
501-1200	32	80	125
1201-3200	50	125	200
3201-10000	80	200	315
10001-35000	125	315	500
35001-150000	200	500	800

Source: J. Carvalho “Archival application of mathematical sampling techniques” Records management Quarterly (1984) as cited on OSPO 2005.

3.6. Data Collection

Both primary and secondary data sources were used in the study to obtain the necessary information. Using open-ended and closed-ended questionnaires data were gathered from a sample of respondents. The purpose of using the questionnaire approach was to get first-hand data from a sample of respondents based on a review of pertinent literature crucial to the study's topic. While the secondary information were gathered from the change management working manual, it also includes various brochures, reports, training presentations, articles, academic journals, and other publications documents to see the structure, culture, and mode of engagement with various managers and employees.

3.7. Data Analysis

The acquired data was analyzed quantitatively in the analysis section. The results from the closed-ended questionnaire were analyzed using SPSS version 29.00 software, which allows for descriptive analysis of the received data and quantitative presentation using frequency and percentage. The primary data acquired via a pre constructed questionnaire was analyzed using descriptive methods. Cronbach's alpha tests were also employed to assess the instrument's reliability and validity.

Descriptive statistics are mostly used to organize and summarize demographic and general data from respondents and businesses. It computes percentages, frequencies, means, and standard deviations.

3.8. Validity

The degree to which a measure accurately depicts what it is designed to represent is referred to as validity. It is concerned with how well the measure(s) define the idea. Validity is classified into three types: content validity, predictive validity, and construct validity. The assessment of the relationship between individual items and concepts is known as content validity, The ability of a test or other measurement to predict a future outcome is referred to as predictive validity, and Construct validity refers to how well your test or measure measures what it is designed to assess. Validity is a criterion for how effective the design is in applying measuring methods that will capture the data needed to answer the study questions (Kazi, 2010).

As a result, in this study, it was used content validity. Many relevant literatures and prior research questionnaires were employed to ensure the validity of the research instrument. As it was adopted from various surveys regarding change management, the validity of the questionnaire was also evaluated by the research advisor.

3.9. Reliability

The reliability of a measure reveals the consistency and stability with which the instrument measures the idea and aids in determining the usefulness of a measure (Zikmund, 2003). The reliability of the instrument's items was tested in this study using Cronbach's alpha, which is the most often used reliability test to measure internal consistency when utilizing the Likert scale. According to Sekaran (2003), the closer the reliability coefficient approaches 1.0, the better it is, and values greater than .80 are regarded well. Values in the 0.70 range are regarded as satisfactory, while values less than 0.60 are regarded as poor. Therefore based on this measurement the cronbach's alpha result for this study was as followed,

Table 2: Reliability Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Leadership	166.0000	707.822	.525	.961
Communication	165.8343	702.306	.632	.959
Resistant to change	166.0442	700.942	.610	.960
culture	165.8508	702.417	.718	.959

Source: own survey, SPSS statistics analysis

3.10. Ethical consideration

Ethics in research is described as the appropriateness of the researcher's behavior in regard to the rights of the research participants or subjects (Saunders, Lewis, & Thornhill, 2009). As a result, the main standards of research ethics were applied to this study in such a way that respondents were asked to contribute information on a voluntary basis, there was previous communication about the goal of the study, and confidentiality of the information was also assured. Furthermore, efforts were taken to make the questionnaire clearer in order to best fit the business context. Finally, the questionnaires were only delivered to voluntary individuals.

CHAPTER FOUR

4. RESULTS AND DISCUSSION

4.1. Introduction

In order to assess the change management practices, the goal of this chapter is to provide the findings and results from the data obtained by close ended questionnaires and analysed using SPSS statistics version 29.0. And to offer suitable suggestions for the found gaps. The researchers also examined other templates, verified the workflow, and used a variety of sources to confirm their conclusions. The study's researcher thinks that applying this technique to case analysis may help provide in-depth analyses of the factors taken into account and their results.

4.2. Response Rate of Respondent

Table 2: Response Rate of Respondent

Sample Size	200
Collected	191
Remain uncollected	9
Discarded	0
Usable	191
Response Rate	95.5%

According to the data above, there was a 95.5% response rate, 200 questionnaires were issued to respondents, and 191 were properly filled and returned with a rate of 95.5%. Cooper and Schindler (2014) define an adequate response rate as 50%, a fair response rate as 60%, and an exceptional response rate as 70% or more. As a result, the response rate of (95.5%) is excellent for the following data analysis.

4.3. General Profile on the Respondents

This section summarises and provides the respondents' demographic characteristics, such as age, educational level, position in the organization, years of work experience in the organization.

Table 3: Sex of Respondent

		Frequency	Valid Percent
Valid	male	130	68.1
	female	61	31.9
	Total	191	100.0

(Source: own survey, SPSS statistics analysis)

The above table shows that more than half 68.1% of the respondents were male and 31.9% respondents were female.

Table 4: Age of Respondent

		Frequency	Valid Percent
Valid	20-30	56	29.3
	30-40	84	44.0
	40-50	33	17.3
	above 50	18	9.4
	Total	191	100.0

(Source: own survey, SPSS statistics analysis)

As It is revealed on the above table 29.3% of the respondents age ranges between 20-30years, 44% of them range in the 30-40's, 17.3% lie in the 40-50's of age and 9.4% of them are above 50 years of age. This indicates that since more than half of the respondents are below 40 years of age, they might still be excited for new plans.

Table 5: Level of Education

		Frequency	Valid Percent
Valid	master degree and above	61	31.9
	bachelor degree	112	58.6
	Diploma	15	7.9
	Other	3	1.6

Total	191	100.0
-------	-----	-------

(Source: own survey, SPSS statistics analysis)

In the above table where level of educations of respondents is recorded it was seen that 31.9% of the respondents hold a master degree, 58.6% hold a bachelor degree, 7.9% hold a diploma and the rest 1.6% hold other type of level of education. This clearly shows that all of the members of the organization are educated and most of them are degree holders.

Table 6: position in the organization

		Frequency	Valid Percent
Valid	Manager	39	20.4
	Employee	152	79.6
	Total	191	100.0

(Source: own survey, SPSS statistics analysis)

In the above table we found that, 20.4% of the participants in the survey were managers of different departments and 79.6% of the participants were employees, members of different departments or teams.

Table 7: years of respondents' experience

		Frequency	Valid Percent
Valid	0-5	62	33.0
	6-10	34	18.1
	11-15	46	24.5
	above 15	46	24.5
	Total	188	100.0
Missing	System	3	
Total		191	

(Source: own survey, SPSS statistics analysis)

It was found out that 32.5% of the respondents worked there for a few years, 17.8% of them worked 6-10 years , the 24.1% has 11-15 years of experience and another 24.1% worked for

more than 15 years, 1.6% of the respondents didn't specify the years of experience they have. Therefore it was obtained that most of the participants in this survey were around the organization for more than 10 years. Therefore based on the above demographic data it is suggested that the majority of respondents are relatively young, enthusiastic, educated and well-experienced in order to improve change management practices and cope with this dynamic working environment. So it has a positive contribution on the validity of the study.

4.4. Descriptive Analysis of the Study

Descriptive statistics are used to convey quantitative information in an understandable manner. They are used to characterise the fundamental characteristics of data in a study. It provides concise summaries of the sample and measures. The researcher employed descriptive statistics to give quantitative descriptions in an understandable format; each descriptive statistic condenses a large amount of data into a more concise summary (Gelman, 2007).

The researcher used 2 methods to assess the change management practice in EEP. One is by using the framework mentioned in chapter 2 in section 2.11 and the other is by using the models (mixed models) used by the organization and also mentioned in chapter 2 section 2.7.

First is the descriptive analysis of the conceptual framework.

Table 8: Descriptive analysis of leadership change management practice

2.	Leadership change management practice	N	Mean	SD
1				
1	I'm aware that managers are trying to make significant plans for the future	191	3.6283	1.03264
2	Convince people that change is necessary	191	3.7487	0.96228
3	Identify the true leaders in the organization	190	3.6474	1.01150
4	Identify, or hire, change leaders whose main roles are to deliver the change.	191	3.6021	0.99937
5	Keep ideas fresh by bringing in new change agents and leaders for the change coalition.	191	3.6021	0.89959
6	Create plans to replace key leaders of change as they move on.	191	3.4921	1.07541
	Overall result		3.6202	0.83024

4.4.1. Discussion and Interpretation on Leadership Change Management Practices

As seen in the above table leadership related questions the highest response rate is convincing the members that the change is necessary (with mean 3.7487 and SD 0.96228). All the rate are relatively the same but relatively convincing the members of the organization is highest and creating plans to replace key leaders of change as they move on hold the lowest response rate (with mean 3.4921 and SD 1.07541). Genet (2016) also provided there is a huge gap here and this shows there has been an improvement but has still a long way to go even after 7 years. This shows that the leadership style used in the change management is going relatively smoothly as the overall mean lies to the positive response but the SD is a measure of how widely distributed the data is in reference to the mean. And we have three items with an SD of greater than 1. A large standard deviation isn't necessarily a bad thing; it just reflects a large amount of variation in the group that is being studied (Ordway, 2022). But the respondents obviously have a different opinion over “managers trying to make significant plans for the future”, “identifying the true leaders” and “planning to replace key leaders as they move on”. So if leaders succeeded in influencing there teams but failed to train their teams, to produce powerful leaders like them, it will be hard to continue this journey.

Table 9: Descriptive analysis of communication change management practice

2.2	Communication	N	Mean	SD
1	I see the need for the changes outlined in the change management plan	191	3.6178	.86785
2	I always know what is expected of me in this work.	190	3.9842	.91128
3	It was made clear to why the change is needed	191	3.6440	.95639
4	It identifies potential threats, and develop scenarios showing what could happen in the future.	191	3.5916	.90072
5	Start honest discussions, and give dynamic and convincing reasons to get people talking and thinking.	190	3.5340	.95567
6	Created a strategy to execute that vision	191	3.4368	.93362
7	Ensure that your change coalition can describe the vision in five minutes or less.	190	3.5497	1.08404

8	Talk often about the change vision.	191	3.4263	.99328
9	Address peoples' concerns and anxieties, openly and honestly.	191	3.5445	.91586
10	Apply the vision to all aspects of operations – from training to performance reviews. Tie everything back to the vision	191	3.5864	.99558
11	Talk about progress every chance you get. Tell success stories about the change process, and repeat other stories that you hear.	191	3.4974	1.04062
12	Include the change ideals and values when hiring and training new staff.	190	3.6158	.95106
13	Publicly recognize key members of the original change coalition, and make sure the rest of the staff – new and old – remembers their contributions.	189	3.3651	.93345
	Overall results		3.5687	0.95688

4.4.2. Discussion and Interpretation on Communication Change Management Practices

Concerning communication there were 13 items to respond to and the highest response rate being members knowing what is expected of them in their work (mean 3.9842 and SD .91128), although the deviation is a bit far apart it still holds the most positive response. Members knowing what to do in their work is a sign of high communication among the change. Other items also refer to being communicated of the new changed vision and how it affects the members, the organization being concerned about them as well, and all lies in a positive atmosphere. The lowest rate being the organization acknowledging the key members contribution to the organization new and old members (mean 3.3651 and SD 0.93345). Other deviation is that members have wide difference opinions about “ensuring the change alliance could describe the new vision” and “hearing success stories enough” (SD 1.08404 and 1.04062 respectively, as anything above one is considered high). Overall results imply (being just a tad above the average) that, the organization is trying to communicate with its members well. But it still has a long way to go as some of the items fall a little back to moderately succeeding. If the members are not communicated thoroughly, they might not see the whole point of a change plan. Apparently the organization has a reputation of communicating its members about the changes its making according to Genet (2016).

Table 10: Descriptive analysis of resistance to change

2.3	Resistance to change	N	Mean	SD
1	I want to change the way we work	191	4.2042	.79814
2	Identify people who are resisting the change, and help them see what's needed.	190	3.5000	1.01705
3	Take action to quickly remove barriers (human or otherwise).	191	3.4105	1.09829
4	Thoroughly analyze the potential pros and cons of the targets.	191	3.4421	.96736
	Overall results		3.6392	.97021

4.4.3. Discussion and Interpretation on Resistance to Change

It is well known that in any organization where there is change there is resistance. Fortunately the majority respondents resided for the change positively with the highest rate of response for wanting to change the way they work (mean 4.2042 and SD 0.79814) with a relatively low deviation. The other items with a little lower mean and a high deviation, they somehow identified people resisting the change and helped them see the need but if that was impossible somehow took action. But the respondents have a variety of responses to this two items, that most decided to stay neutral. But overall the result biases to the positive side and with a relatively high deviation responses. If an organization doesn't clear away its obstacles as it moves upper, it will be held back at some point. This is unlike to a previous study by Genet (2016) that implied the respondents disagreed to identifying impediments and taking actions on them.

Table 11: Descriptive analysis of organization culture

2.4	Organization culture	N	Mean	SD
1	I'm aware that the corporate is about to implement a new way of working	191	3.8010	.98526
2	I think the company recognises our values while implementing plans	189	3.4339	1.03756
3	I believe the future of the project	191	3.7853	.85900

4	I know where to find out more information about the present changes	191	3.5445	.96073
5	I feel supported during organizational change	191	3.7173	.91976
6	I have access to the material and theoretical resources while working	190	3.4158	.99776
7	I have sufficient training skills and education background to complete my tasks	191	3.6597	1.04347
8	I see my prior experiences as an advantage to handle the new situation	191	4.0000	.85840
9	I see changes happening in the workplace as a result of new decisions	191	3.6492	.92764
10	I think that reorganization provided me to do my duties better than before	191	3.5550	.93801
11	Work on team building within the change coalition	190	3.7316	1.00082
12	Check teams for weak areas, and ensure that you have a good mix of people from different departments and different levels within the company.	191	3.5445	.98775
13	Created a strategy to execute that vision	190	3.6158	.95106
14	Look at the organizational structure, job descriptions, and performance and compensation systems to ensure they're in line with the vision.	191	3.4607	1.06981
15	Recognize and reward people for making change happen.	191	3.4346	1.19853
16	Look for sure-fire projects that you can implement without help from any strong critics of the change.	190	3.4053	.89026
17	Reward the people who help meet the targets.	189	3.5026	1.08483
18	After every win, analyze what went right, and what needs improving	191	3.6126	1.02426
19	Set goals to continue building on the momentum you've achieved	190	3.6211	.98323
20	Learn about kaizen, the idea of continuous improvement.	191	3.6073	1.00407
	Overall results		3.60489	0.9861105

4.4.4. Discussion and Interpretation of Organization Culture

Organization culture holds the biggest space in changing the working environment as so, items regarding to it were a bit wider than the others. It is consisted of questions related to team building, motivation, access to information, different trainings, and strategies. The overall result being a little higher than the average. This shows the organization is heading to a higher and better version of its self, due to the change plan. In 2011, there was a study about the reward system of EEPKO. Results showed that EEPKO is not working a lot on encouraging the employees to develop their skills and knowledge. It is true that the company covers educational costs for few employees but it is not based on careful selection of an employee and it does not appropriately designed to serve the long term objectives of the company (Dawit Amha, 2011). We can see there is a clear progress here as per the result of the analysis indicating a positive result (mean 3.5026, SD 1.02426)

One of the items with the highest mean is using their prior experience to both the organizations and their own advantage to handle the new situation (mean 4.0000 and SD 0.85840). Members believe that their prior experience comes in handy even in the new plan. The lowest being looking for sure fire projects that can be managed without any critics' involved with the mean value of 3.4053 and SD value of 0.89026.

In conclusion the overall results points the organization is growing towards a positive changing environment. But if the organization keeps failing to recognize the work or the value of the people's work, members are going to start getting demotivated. An unsatisfied members could cause a lot damage to an organization's change plan than anything.

Based on the above parameters the categories range between "3.3 - 4.5". The researcher used measuring scale intervals or range from Poonlar Btawee, 1987, to analyse the aforementioned descriptive data. According to Btawee, mean scores ranging from 4.51 to 5.00 are considered "excellent or very good", 3.51- 4.50 as "good", 2.51-3.50 as "average or moderate", 1.51-2.50 as "fair", and 1.00-1.50 as "poor".

Table 12: Descriptive Statistics of overall result

Descriptive Statistics			
	N	MEAN	SD
Leadership	191	3.6202	0.83024
Communication	191	3.5687	0.95688
Resistance to change	191	3.6392	0.97021
Organization culture	191	3.60489	0.98611
Valid N	191		

According to these criteria, as indicated in the above table, all of the research variables lie in the range of 3.51 to 4.50, indicating that respondents have a positive opinion (agree) that the change management practise factors are doing well. Similarly, all variables have relatively low standard deviation scales, indicating that the data is spread thinly. This suggests that the respondents had strong feelings about each study variable.

The other method the researcher used was based on the models the organization is using to manage the changes. The models were discussed in chapter two. The models are ADKAR that is mainly based on the individual change of the organization and the second model used is Kotter's 8 step model for the organizational based change. Based on this two the above questions were derived. And we will use the same parameters we used earlier to assess how the implementation of this process is going.

Table 13: Descriptive Statistics for ADKAR

S.N	Individual based change	N	MEAN	SD
1	Awareness	191	3.8534	0.9452
2	Desire	191	3.8078	0.8985
3	Knowledge	191	3.7165	0.91129
4	Ability	191	3.6675	0.956024
5	Reinforcement	191	3.6021	0.932825

Based on the above rating scale, the individual based change ranges from 3.51 to 4.50, implying that the individual based change management practice in the organization is going smoothly. Members of the organization are well aware of the changes being made and the need for it hence

the value of mean (3.8534). They also desire to change the way they used to work in to a newer updated version suitable for the betterment of the organization and of course themselves (mean 3.8078 and SD 0.8985). The results in the above table --- shows that members know well enough what, why and how the change is projecting towards the new vision (mean 3.7165 and SD 0.91129). The other one is the ability of the members to be a part of this change plan, either their prior experience and their educational background or the trainings provided should keep them be able to support the change plan because they feel they are supported and have positive attitude towards it (mean 3.6675 and SD 0.956024). The last one is the organization capability to keep reinforcing this kind of attention on working on the people to support the new vision, members believe that the organization is doing what it can (mean 3.6021 and SD 0.932825).

Table 14: Descriptive Statistics for Kotter’s 8 step model

S.N	Organization Based Change	N	MEAN	SD
1	Creating Urgency	191	3.534025	0.9335025
2	Form A Coalition	191	3.66805	0.9905875
3	Create A Vision	191	3.55935	0.911745
4	Communicate The Vision	191	3.47093	1.003646
5	Remove Obstacles	191	3.48158	1.07661
6	Create Short Term Wins	191	3.45000	0.980816
7	Build On The Change	191	3.61078	0.9777875
8	Anchoring The Changes	191	3.5301	1.0068675

The other change is organizational change. The above table represents the response rate of organization based change. As any change begins it begins with creating the urgency among the members of the organization perhaps discussed on table ---- on the previous page. The organization successfully created the urge of changing their working environment. As the above awareness and desire related response rates support the success of this item (mean 3.534025 and SD 0.9335025). The next process in change management of kotter’s 8 step model is forming a coalition, an alliance of powerful people working towards one common goal. The results of the response rate sided to the positive side. The organization in some way is forming a well performing coalition towards the new vision (mean 3.66805 and SD 0.9905875).

So after forming the coalition, this allied people create a vision. The organization made the new vision public so it was a success with the value of mean 3.55935 and SD of 0.911745. The next phase is communicating this vision and the response rate showed a moderate result. This means half in half the members of the organization believed that the new vision wasn't declared enough. The organization moderately succeeded on this phase or step. Also the responses were widely spread apart (3.47093 and SD 1.003646).

The next is checking for any obstacles and removing this obstacles, on this step also, the response rate falls on the average category (mean 3.48158 and SD 1.07661). The organization moderately recognized the resistance and took action including rewarding for success, but it wasn't either recognized by the members or the organization didn't give it much attention because even the response rate was far apart. Regarding wins, looking for sure projects to reward employees to keep them keen to the change also was rated moderately (mean 3.45000 and SD 0.980816). This three consecutive steps needs attention. The next two steps are building on the change and anchoring the change. This two steps were rated positive or members of the organization believe that the organization is successfully implement the changes and keeping that state going. The overall result of the organization change indicated it is in a good shape. But there are some gaps also encountered above. If an organization fails on one process or fails to apply one of the processes it could ruin the next few steps as well.

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATION

5.1. Introduction

In this study, the researcher attempted to assess the change management practise in EEP. This chapter covers the study's major findings, conclusions, recommendations, limitations, and future research proposals. As a result, the first section of this chapter detailed the study's findings in a quick overview, as well as the conclusion derived from it. Finally, the following section of this chapter discloses the findings' suggestions and emphasises the route for further research.

5.2. Summary

The research was done on assessing change management practice in EEP. There were 191 participants for the completion of this study. And there were issues that were mainly focused on because they were believed those are the ones that had gaps. These issues were; Leadership practice in the organization, Communication in the organization, Resistance to change and Organization culture. It also assessed the implementation of the two models (ADKAR and Kotter's 8 step model). So based on the responds of the 191 respondents we summarised the study as follows.

The average descriptive statistics of the change management practice of the above issues were above the mid-point, ranging in between 3.51 to 4.50 which implied that it inclined to agree.

The other issue was decided by the researcher to also assess the methods or models of the change management the organization is using. The organization was using two models to effectively implement the change. They were ADKAR and Kotter's 8 step model. The people-based change management practice (ADKAR) also passed the average point residing to the positive area by holding a 3.72946 mean score. But on the other hand on Kotter's 8 step model, even though the cumulative result exceeded the mid-point when we see them one by one there were steps falling behind the mid-point.

5.3. Conclusion

The goal of this study was to assess EEP's change management practices. As Ethiopia's sole energy supplier, EEP bears the burden of the entire country and aspires to become a global

provider. As a result, it was necessary to assess where the organization stands regarding its new goal. To carry out this plan, the organization has to first work on all of its members, who are all accountable for carrying out this new plan.

Leaders of various teams or departments can affect their team members and the work environment, necessitating the appointment of highly influential and competitive individuals. In this regard, the data obtained indicated that the organization is on the right track. Another critical aspect of any organization is communication. The organization's vision and mission should be stated initially. Members of the organization should understand what they are doing and why. This was also discovered to be working nicely. The results or response rates indicated that it was on the cusp of performing well and doing well modestly. Nonetheless, it is thought to be performing well,

Resistance to change is another, and one of the most typical, challenges in every organization, whether short-lived or long-lived. Of course, the reason for this is not an external element but rather the organization's members. This is unavoidable for anyone who resists change because it produces fear of the unknown and safety in a professional position. As a result of the collected data, the respondents tended to agree to a change in the way they work and their work environment.

The final and most serious issue is the long-standing organizational culture, which is difficult to change. For years, attempts have been made to reform the organization. So some cultures have undoubtedly been shattered for the better, while others have been preserved. Because not all cultures are bad and must be eradicated. The response rate indicated a favorable outcome. As a result, the organization is gradually establishing a new organizational culture. The other method used was to assess the models used for change management and this also came out positive.

The overall result of the processes and the possible challenges came out to be rather positive. Even though there are some sub items that were found out to be challenging. Some of them were;

- Create plans to replace key leaders of change as they move on.
- Created a strategy to execute that vision
- Talk often about the change vision.

- Talk about progress every chance you get. Tell success stories about the change process, and repeat other stories that you hear.
- Publicly recognize key members of the original change coalition, and make sure the rest of the staff – new and old – remembers their contributions
- Take action to quickly remove barriers (human or otherwise).
- Thoroughly analyze the potential pros and cons of the targets.
- I think the company recognises our values while implementing plans
- I have access to the material and theoretical resources while working
- Look at the organizational structure, job descriptions, and performance and compensation systems to ensure they're in line with the vision.
- Recognize and reward people for making change happen.
- Look for sure-fire projects that you can implement without help from any strong critics of the change.

Overall, the organization is on the right track in terms of adopting and maintaining these reforms. In this day and age, it is the only way to get bigger and better.

5.4. Recommendation

Based on the research findings and conclusions reached in the preceding sections, the researcher makes the following recommendations.

The study's findings showed that there are some gaps while in the implementing of the changes. So the study recommends that the organization focuses both on the main issues and the processes they are following. The recommendations are discussed briefly below along with the limitations of the study.

- ❖ In terms of leadership, Supervision may be required until everyone is on board with the new vision. Leaders should also be chosen intelligently so that they develop a sense of leadership in their teams to replace them as they go on. An organization's goal also should be producing more leaders as the previous ones

move on. Also communicating to everyone if and when there is a new plan, constantly reminding what they are working towards to.

- ❖ Also for further study indication on how the different leadership styles affects the people.
- ❖ Another organizational weakness identified was the failure to address the impediments. Unless and until the impediments accept the current terms, they pose a threat to organizational change. Hence, action should be taken on these issues, as well as a thorough investigation to identify the hazards and potential pros and cons of the target.
- ❖ Members of an organization desire to feel supported and valued, to keep staff interested in the new plan, organization should show support and appreciation.
- ❖ According to the study, not all departments of the organization were addressed throughout the change. So the response divergence could reveal a lot more about that. Assigning skilled leaders to various departments may aid in bringing everyone on board.
- ❖ Finally, the organization could look into alternative approaches for implementing the new plan. Other models mentioned in Chapter 2 include "Mento et al.'s 12-step model," which breaks down various steps into more understandable chunks.
- ❖ Also, even though there are gaps to be filled and what the researchers observes and what became the finding was a bit different. So using multiple methods such as observation, group discussions could help reveal a more accurate result and a deeper insight.

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APPENDIX 1 QUESTIONNAIRE:

Addis Ababa University

School of Commerce

Business Leadership Graduate Program

Dear Respondent,

My name is Melat Solomon. I'm a graduate student at Addis Ababa University School of Commerce studying business leadership. I need your help to complete the attached questionnaire, which is a crucial component of my MA research project. Your sincere and honest response is crucial for the success of the research because the aim of it is to investigate "Assessment of change management practice; the case of EEP." The researcher would like to thank you in advance for your participation.

Please know that any information you supply will be kept strictly confidential and used only for academic purposes. If you wish to comment on the study, have any questions, or need any additional information please don't hesitate to contact me at

Email: melange2bas7892.1@gmail.com

Cell phone: +251 921398751

Thank you for sharing your precious time to complete this survey

Section I

1. General information of Respondent

Please read each questionnaire carefully and answer using the given space. Your answer should be truthful. Your name may not be provided, but specify the type of your organization, your level of education in the given Space.

1. Sex of the respondent

1. Male 2. Female

2. Educational level of the respondent

1. Master degree and above 3. Diploma
2. Bachelor degree 4. Other please specify_____

3. What position are you currently working in EEP?

1. Manager 2. Employee

State your department

4. Age

1. 20-30 years 2. 30-40 years 3. 40-50 years 4. Above 50 years

5. Years of work experience

1. 0-5 Years 2. 6-10Years 3. 11-15 Years 4. Above 15 Years

Section II

Part II: Change Management Practice Related Questions for employees

Please indicate how much you agree or disagree with each of the following statements by circling the number that best represents your opinion. 1 indicates strongly disagree (SDA), 2 indicates disagree (DA), 3 indicates neutral (N), 4 indicates agree (A), and 5 indicates strongly agree (SA).

Table 15: Survey Questionnaire

s/no	Statement	SDA	DA	N	A	SA
2	Individual based change					
2.1	Awareness related					
1.	I recognize the need for change.	1	2	3	4	5
2.	I'm aware that the corporation is about to implement a new method of working,	1	2	3	4	5
3.	I'm aware that managers are attempting to make major preparations for the future	1	2	3	4	5
2.2	Desire related					
1.	I wish to improve the way we work	1	2	3	4	5
2.	I believe the organization recognizes our values while implementing the plan,	1	2	3	4	5
3.	I believe the project's future is bright	1	2	3	4	5
2.3	Knowledge related					
1.	I am aware of the modifications proposed in the new strategic plan.	1	2	3	4	5
2.	I recognize the need for the changes indicated in the change management plan,	1	2	3	4	5
3.	I am always aware of what is required of me at work	1	2	3	4	5
2.4	Ability related					
1.	I know where to get more information about the current changes	1	2	3	4	5
2.	During organizational change, I feel supported.	1	2	3	4	5

3.	While working, I have access to material and theoretical resources,	1	2	3	4	5
4.	I have the necessary training and educational background to fulfill my job.	1	2	3	4	5
5.	I regard my earlier experience as a benefit in dealing with the present scenario.	1	2	3	4	5
2.5	Reinforcement related					
1.	I'm seeing changes in the workplace as a result of new decisions regarding reinforcement.	1	2	3	4	5
2.	I believe that reorganization enabled me to perform my tasks more effectively than previously.	1	2	3	4	5

2	Organization based change					
2.1	Create urgency					
1.	It was stated clearly why the change is required.	1	2	3	4	5
2.	It identifies potential threats and creates scenarios that indicate what might happen in the future.	1	2	3	4	5
3.	Examines opportunities that should or might be taken advantage of.	1	2	3	4	5
4.	Begin open dialogues and provide compelling reasons to get people talking and thinking	1	2	3	4	5
2.2	Form a powerful coalition					
1.	Persuade people that change is required.	1	2	3	4	5
2.	Determine the organization's genuine leaders.	1	2	3	4	5
3.	Within the change coalition, work on team building.	1	2	3	4	5
4.	Check teams for weaknesses and make sure there is a good mix of employees from different departments and levels within the firm.	1	2	3	4	5
2.3	Create a vision for change					
1.	Determine the values at the heart of the change.	1	2	3	4	5
2.	There is a developed brief synopsis (one or two sentences) that encapsulates what to "see" as the organization's future.	1	2	3	4	5
3.	Developed a strategy to carry out that vision.	1	2	3	4	5
4.	Make sure your change coalition can articulate the vision in five minutes or less.	1	2	3	4	5
2.4	Communicate the vision					
1.	Discuss the transformation vision frequently.	1	2	3	4	5
2.	Address people's problems and anxieties openly and honestly.	1	2	3	4	5

3.	Implement the vision in all parts of the business, from training to performance evaluations. Relate everything to the vision.	1	2	3	4	5
2.5	Remove obstacles					
1.	Identify or hire change leaders whose primary responsibility is to implement the change.	1	2	3	4	5
2.	Examine the organizational structure, job descriptions, and performance and compensation systems to ensure they support the vision.	1	2	3	4	5
3.	Recognize and honor those who are responsible for bringing about change.	1	2	3	4	5
4.	Identify those who are fighting change and assist them in seeing what is required.	1	2	3	4	5
5.	Take immediate steps to remove all barriers (human or otherwise).	1	2	3	4	5
2.6	Create short term wins					
1.	Look for sure-fire ideas that you can implement without the assistance of any strong critics of the change.	1	2	3	4	5
2.	Analyze the targets' possible benefits and drawbacks thoroughly.	1	2	3	4	5
3.	Reward those who contribute to meeting the goals.	1	2	3	4	5
2.7	Build on the change					
1.	After each victory, examine what went well and what could be improved.	1	2	3	4	5
2.	Set goals to maintain the momentum you've established.	1	2	3	4	5
3.	Discover the concept of kaizen, or continuous improvement.	1	2	3	4	5
4.	Bring in new change agents and leaders for the change coalition to keep ideas fresh.	1	2	3	4	5
2.8	Anchor the changes in corporate culture					
1.	Talk about progress whenever possible. Tell success stories regarding the transition process and retell other people's stories.	1	2	3	4	5
2.	When hiring and training new employees, consider changing your principles and values.	1	2	3	4	5
3.	Recognize key members of the initial change coalition publicly, and ensure that the rest of the team, new and old, remembers their contributions.	1	2	3	4	5
4.	Make arrangements to replace important change leaders as they retire.	1	2	3	4	5