


5-2021

## An Inclusive Leadership Model to Integrate Organizational Dynamics, Change Management, Change Leadership, and Diversity and Inclusion Needs for the Successful Implementation of Business Transformations

Jarrold A. Combs-Harris

Thomas Jefferson University, [jarrod.combs-harris@students.jefferson.edu](mailto:jarrod.combs-harris@students.jefferson.edu)

Follow this and additional works at: [https://jdc.jefferson.edu/diss\\_masters](https://jdc.jefferson.edu/diss_masters)

 Part of the [Leadership Studies Commons](#), and the [Strategic Management Policy Commons](#)

---

### Recommended Citation

Combs-Harris, Jarrod A., "An Inclusive Leadership Model to Integrate Organizational Dynamics, Change Management, Change Leadership, and Diversity and Inclusion Needs for the Successful Implementation of Business Transformations" (2021). *Theses & Dissertations*. 16.

[https://jdc.jefferson.edu/diss\\_masters/16](https://jdc.jefferson.edu/diss_masters/16)

This Article is brought to you for free and open access by the Jefferson Digital Commons. The Jefferson Digital Commons is a service of Thomas Jefferson University's [Center for Teaching and Learning \(CTL\)](#). The Commons is a showcase for Jefferson books and journals, peer-reviewed scholarly publications, unique historical collections from the University archives, and teaching tools. The Jefferson Digital Commons allows researchers and interested readers anywhere in the world to learn about and keep up to date with Jefferson scholarship. This article has been accepted for inclusion in Theses & Dissertations by an authorized administrator of the Jefferson Digital Commons. For more information, please contact: [JeffersonDigitalCommons@jefferson.edu](mailto:JeffersonDigitalCommons@jefferson.edu).

**AN INCLUSIVE LEADERSHIP MODEL TO INTEGRATE ORGANIZATIONAL DYNAMICS,  
CHANGE MANAGEMENT, CHANGE LEADERSHIP, AND DIVERSITY AND INCLUSION  
NEEDS FOR THE SUCCESSFUL IMPLEMENTATION OF BUSINESS TRANSFORMATIONS**

A dissertation submitted

by

**Jarrold A. Combs-Harris**

to

THOMAS JEFFERSON UNIVERSITY

in partial fulfillment of  
the requirements for the degree of

DOCTOR OF MANAGEMENT

in

STRATEGIC LEADERSHIP

May 13, 2021

AN INCLUSIVE LEADERSHIP MODEL TO INTEGRATE ORGANIZATIONAL DYNAMICS,  
CHANGE MANAGEMENT, CHANGE LEADERSHIP, AND DIVERSITY AND INCLUSION  
NEEDS FOR THE SUCCESSFUL IMPLEMENTATION OF BUSINESS TRANSFORMATIONS.

Jarrold A. Combs-Harris

Doctoral Dissertation Committee Approval:

---

Rosa M. Colon-Kolacko, PhD, Chairperson

---

Dominick Volini, PhD, Internal Reader

---

Elena M. Pienkowski, External Reader

## **Abstract**

This paper explores Change Management and Change Leadership theories in-depth, along with an analysis of how Diversity and Inclusion drivers play a significant role in how businesses can sustain successful transformations. In the past, experts focused on how change initiatives can help transform businesses on a macro level, regardless of employee factors. In most recent times, the world has evolved to include diversity and inclusion initiatives that will consider broader perspectives from communities who were once silent.

Historically, change management theories of yesteryear focused on how to execute change in a myriad of ways. Some theories were more tactical in approach, while others were more implicit and deliberate. As organizations (and the world overall) continue to evolve, there is a need to consider how change impacts the people's workforce and how we ensure that business transformation change is inclusive of diverse mindsets. Unfortunately, with the most recent tragedies of black and brown people worldwide, we have learned that a lot of talented voices are unceremoniously left out of the thought leadership conversation.

In today's climate, inclusive change is mandatory. Companies are investing heavily in I&D initiatives, intending to ensure that their talent model includes voices and thought leadership from varied demographics. With the tragic events of systemic racism being thrust onto the world's stage, organizations reacted thoughtfully, with hopes of being a part of a broader change to be inclusive to all. Additionally, the ever-changing demographics of the world have a demand for complex cross-functional experts who have operational model, business transformations, and diversity leadership expertise, which requires leaders to be invested in the complete cycle of organizational excellence.

Copyright by

**Jarrold A. Combs-Harris**

2021

## ACKNOWLEDGEMENTS

I want to thank my husband for being the loving support system I have always desired. You constantly remind me that I can do it all and support every step of the way. I would not be in this program without you by my side. To my beautiful children, Derryck, Tyriq, Damion, and Jabari, thank you for letting me be your dad and inspiring me every day to be my best self.

To my Board of Directors Amina, Shamika, Adam, and Jody, thanks for always keeping me honest, humble, hungry, and happy throughout my journey, and for always answering every doubting text I have ever sent with a positive and encouraging message.

To the smartest person I know, my cousin Dr. Otiz K. Porter, thanks for challenging my fears and forcing me to rise above them. I realized that anything less than a Doctorate would be a failure I would have to live with because of you. Thankfully, I will not.

To my siblings, thank you for letting me be the most intelligent child in the family and showing me that my dreams end at the edge of my belief that they exist. Moreover, thanks to my Mom for making the ultimate sacrifice of adoption, which led me to the opportunities I enjoy today. I would not be anything without you.

To Larry Starr, a special thank you for allowing me to be the last person accepted to Cohort 7 and submitting my application after the due date. He has challenged me to think deeper and to be open to constructive feedback. The DSL program would not be in existence without your vision. Finally, my dissertation committee has a front-row seat to my goals: Rosa Colon-Kolacko, Dominick Volini, and Elena Pienkowski. You all gave me feedback that was productive and helpful. Without you, the journey to get to this point would have been insurmountable. Now let us get down to business.

## TABLE OF CONTENTS

<b>ABSTRACT</b> .....	<b>i</b>
<b>ACKNOWLEDGEMENT</b> .....	<b>iv</b>
<b>LIST OF FIGURES</b> .....	<b>ix</b>
<b>CHAPTER 1</b> .....	<b>11</b>
<b>INTRODUCTION/STATEMENT OF PROBLEM</b> .....	<b>11</b>
History of Change Management... ..	13
Demographic Changes in the US.....	21
Accenture Research .....	24
Scope of the Study .....	26
Assumptions and Limitations .....	29
<b>CHAPTER 2</b> .....	<b>32</b>
<b>LITERATURE REVIEW</b> .....	<b>32</b>
What are successful change management characteristics? .....	33
What is the Importance of Change Management? .....	36
What Kind of Change Management Practices Contribute to Success or Failure?.....	40
What is the Importance of Employee Engagement in Change Management?.....	45
How Can Obstacles be Overcome in Change Management? .....	46
What is Change Leadership, and how does it differ from Change Management? .....	47
What is Diversity, Equity, Inclusion, and Belonging?.....	50
What is the importance of Diversity and Inclusion in Change Management? .....	54
<b>CHAPTER 3</b> .....	<b>61</b>
<b>RESEARCH METHODS/RATIONALE FOR STUDY</b> .....	<b>61</b>
Research Subjects .....	64
Research Approaches and Procedures .....	64

<b>CHAPTER 4</b> .....	<b>68</b>
RESEARCH RESULTS .....	68
Data Analysis Procedures .....	69
Survey Sample Results .....	69
Survey Results .....	71
<b>CHAPTER 5</b> .....	<b>98</b>
SUMMARY, RECOMMENDATIONS, AND CONCLUSIONS.....	98
Summary of Purpose.....	98
Research Question Insights.....	100
Recommendations for Future Study .....	105
Inclusion Focused Change Model.....	109
Conclusion... ..	119
<b>REFERENCES</b> .....	<b>123</b>



## LIST OF FIGURES

Figure 1: Baldrige Criteria Model .....	14
Figure 2: Kotter’s Change Model .....	15
Figure 3: Rogers Classification of Adopters.....	18
Figure 4: Shea’s Work Systems Change Model.....	21
Figure 5: Pew Center Population Trends in Black, Multiracial, and Hispanic Communities .....	24
Figure 6. Pew Research Center .....	26
Figure 7. Accenture Demographics as of 2020.....	35
Figure 8. Texas Children’s Hospital .....	41
Figure 9. Turner Consulting Model .....	53
Figure 10. Question 1 .....	74
Figure 11. Question 2.....	76
Figure 12. Question 3.....	78
Figure 13. Question 4 .....	79
Figure 14. Question 5.....	79
Figure 15. Question 6.....	80
Figure 16. Question 7.....	80
Figure 17. Question 8.....	81
Figure 18: Question 9.....	81
Figure 19: Question 10.....	82
Figure 20: Question 11.....	82
Figure 21: Question 12.....	83
Figure 22: Question 13.....	83
Figure 23: Question 14.....	85
Figure 24: Question 15.....	86

Figure 25: Question 16.....	86
Figure 26: Question 16 – Stratified by Groups of Color.....	87
Figure 27: Question 17 – Total Sample.....	88
Figure 28: Question 17 - Filtered by Asians, African Americans, Two or More Races .....	88
Figure 29: Question 18.....	89
Figure 30: Question 19.....	89
Figure 31: Question 19 data by Ethnicity... ..	90
Figure 32: Question 20.....	91
Figure 33: Question 21.....	91
Figure 34: Question 22.....	93
Figure 35: Question 23.....	93
Figure 36: Question 24.....	94
Figure 37: Question 25.....	94
Figure 38: Question 26.....	95
Figure 39: Question 27.....	95
Figure 40: Question 28.....	96
Figure 41: Question 29.....	96
Figure 42: Question 30.....	97
Figure 43: Question 31.....	97
Figure 44: Question 32.....	98
Figure 45: Question 22.....	105
Figure 46: Question 23.....	106
Figure 47: Question 24.....	106
Figure 48: Question 30.....	107
Figure 49: Illustrative Inclusion Focused Change Model.....	110

## CHAPTER 1: INTRODUCTION

The only constant in life is change. This is part of what we manage daily. However, there is a significant problem executing change initiatives within an organization because it is viewed as either a less than desirable task or a delegated task to other employees outside of the C-Suite. A well-known McKinsey statistic states that that "70 percent of change programs fail to achieve their goals, largely due to employee resistance and lack of management support" (Ewenstein, Smith, & Sologar, 2019 para.1). Leaders and managers play a significant role in how change goals fit in their organizations; in fact, change management has become a critical skill in executive leadership. To successfully implement change, you need to align yourself with the corporate goals and aims the organization is trying to achieve. "Managers at all levels of an organization must overcome resistance if genuine cultural change is to occur. Thus, change initiatives—which require a deviation from a dominant set of norms and behaviors—are the best learning environments for star managers to develop leadership skills, as well as a necessary part of a successful culture-change initiative" (Quinn & Quinn, 2016 para 2.). To execute change management, executives also need to develop the skills necessary to be change leaders, as they serve as the epicenter of organizational change in business transformations.

Nevertheless, for most leaders, an added problem with getting engaged in initiatives focused on change management and change leadership revolves around the perceived value regarded as a nice to have and not a need to have, taking a back seat to business transformation and leadership development initiatives. "One major reason organizations struggle is because they treat both leadership development and change management as separate rather than interrelated challenges. Cultural changes cannot happen without leadership, and efforts to change culture are the crucible in which leadership is developed" (Quinn & Quinn, 2016 para 1.). Leaders also have

difficulty motivating and engaging employees in change management due to their penchant to be outcome-driven and not be utterly consultative in approach.

The Baldrige criteria (n.d., p.1) looks at change management as a leadership process that includes a transformational organizational change that leadership controls and sustains moving forward in seven components: Leadership, Strategic Planning, Customer Management, Knowledge Management, Workforce Engagement, Operations Focus, and Results.

**Figure 1**

*Baldrige Criteria Model*



Most of these items fall under the guise of what Change Management stands for, but the process is very tactical. It does not consider the impact associated with each step as Change management

refers to a set of tools or structures to keep any change effort under control. “Change leadership, on the other hand, concerns the driving forces, visions, and processes that fuel transformation” (Kotter, 2012 para 1.).

## History of Change Management

The history of change management mainly focuses on three models by Kotter, Everett Rogers, and Kurt Lewin. Kotter's model is more practical in its approach and causes change to become a campaign. Employees will accept the change after leaders convince them of the urgent need for change to occur. There are eight steps involved in this model, as illustrated below:

Figure 2

### *Kotter’s Change Model*



Step one, establishing a sense of urgency, refers to the motivator for a necessary change, which can be an idea or thought process converted to a change in approach. This helps ignite the spark of initial motivation to get things moving on the ground. To do this, a manager will create a guiding coalition (Step two) by choosing and recruiting a set of individuals capable of implanting the change and acting as a carrier of change. A coalition of influential people should be built whose power comes from various sources and not just hierarchy. The team should work ahead to create a sense of urgency to fuel the momentum required for change. Step three, forming a strategic vision, would require a manager to create a change vision to support employees with a clear understanding of what exactly the change is all about. Step three includes creating great ideas and solutions with a coalition of different people to create a vision statement.

In step four, enlisting a volunteer army, a manager must communicate the vision; thus, every employee will get a clear picture of what will happen in the system and how they will benefit. "A volunteer army needs a coalition of effective people – born of its own ranks – to guide it, coordinate it, and communicate its activities" (Kotter, 2021 para 3). Communicating your vision frequently and powerfully is required to remind everyone of the urgency and need to change. Finally, step five enables actions by removing barriers; a manager will empower broad-based action by removing all sorts of hindrance and providing better improvement and action plans. Removing obstacles is essential to empower people to execute their vision, and it can help change move forward.

Step six, generating short-term wins, will enable the manager to maintain and stay focused on the momentum with short-term goals and objectives. Creating short-term targets and not just one long-term goal to be achievable, with little room for failure, is essential to get this taste of victories. Each "win" further motivates the entire staff. Because acceptance of change

takes time, Kotter believes that it is crucial to consolidate gains to produce more change by aiming for early success and focusing on sustainable practices (Step seven). Real change runs deep, and quick wins are only the beginning of what needs to be done to achieve long-term change. Step eight, institute change, will include discussing progress, telling success stories about the change process, and repeating them. Ensuring continuous effort is required to provide that change is seen in every aspect of the organization. For exact transformational changes within the organizational culture, an organization would need to monitor and identify the gaps keenly and establish a best practice or standardized cultural change.

Some of the advantages of the Kotter model are that the process is a phase-by-phase model and easy to execute, there is clarity in steps involved, the focus is basically on preparing and accepting change, and the model fits exactly well into the culture of classical hierarchies. In addition, the emphasis on employee experience and proper workplace communication is one reason this is one of the highest regarded and executed change management models.

Some of the disadvantages with the Kotter model are the following: none of the steps can be skipped or redefined, the process usually takes more time to execute, the model is top-down, with no room for co-creation or other forms of involvement or participation, and the chances of disputes and no cooperation is very high.

Rogers change theory examined four elements as influencing diffusion of new ideas through cultures, these being innovations (a new idea, practice, or object perceived as new), communication channels (mechanisms for messages to travel), time (influencing decision making and the rate of adoption) and social systems (groups involved in joint problem solving on a common goal). “Rogers considered the attributes of an innovation to be effective factors for adoption; he stated that the five attributes of an innovation—namely, relative advantage,

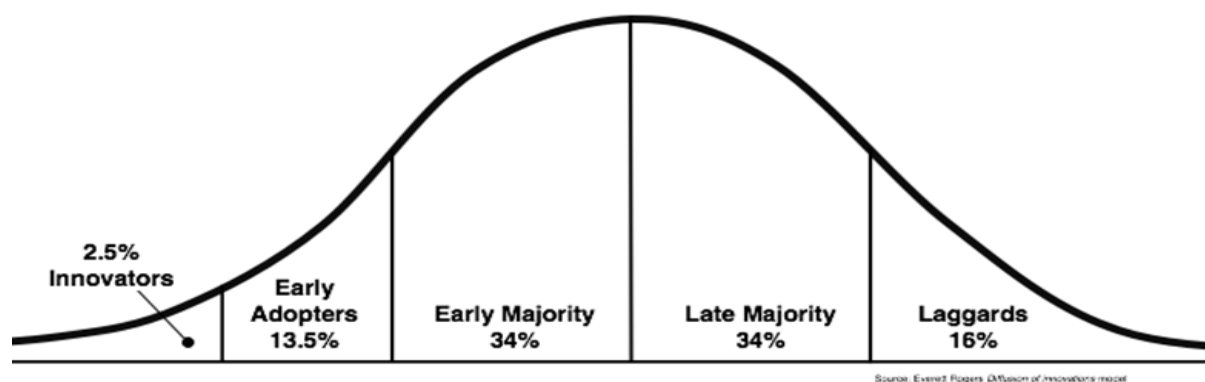
compatibility, simplicity, observability, and trialability—are determinants of the adoption and diffusion of the innovation in a target clinical community” (Sanson-Fisher, 2004 p.2). Rogers’ change model focuses on five significant elements for bringing change to the organization:

1. Knowledge – or exposure to the idea itself
2. Persuasion- An interest in the idea and willingness to seek details.
3. Decision – To weigh the value of the idea to decide to adopt or reject.
4. Implementation – Adopting the idea and seeking out further information to support it.
5. Confirmation- Continuing to work through the idea and using it to its full potential.

All five details must be followed sequentially to bring change to the organization. The model has also emphasized the importance of communication channels, time, and social systems. Rogers also identifies categories of adopters as innovators, early adopters, early majority, later majority, and laggards.

**Figure 3**

***Rogers Classification of Adopters***





Change is a dynamic process that aims for some structural and transformational alteration in the policy, procedure, and way an organization communicates to its stakeholders, business model, structure, etc. Kurt Lewin has proposed a three-step model for implementing the change in an organization. The steps explained are as follows:

1. Unfreezing: This stage involves developing the optimal conditions for change to occur in an organization. Typically, in examples of resisting change, people often attach a sense of identity to their environment. In this state, alternatives, even beneficial ones, will initially cause angst amongst the group. The challenge will be to move people from this frozen state to a change-ready or unfrozen state.
2. Movement: At this stage, people will start thinking about accepting the new system. Formal training might be arranged so that people can quickly transform their manual work with this new technology. Here, each member will get some deadline or instruction on how they will benefit from the organization.
3. Freezing: At this stage, people will completely accept this new punch card system. Here, it will be pretty helpful if feedback is obtained from the people involved in this change process. Some trained people will be kept, which will remove any obstacles in the way of freezing. At this stage, some achievements or outcomes might come on the front end to the management team.

The best example supporting Lewin's theory is a force field analysis. The process of change first requires creating an urgency for bringing change to move into a new system. Force field analysis change is defined as a state of imbalance between driving and restraining forces. To achieve Lewin's change towards a goal or vision, three steps are required as highlighted below:

1. First, an organization must unfreeze the driving and restraining forces that hold it in a state of quasi-equilibrium.
2. Second, an imbalance is introduced to the forces to enable the change to take place. Imbalance can be achieved by increasing the drivers, reducing the restraints, or both.
3. Third, once the change is complete, the forces are brought back into quasi-equilibrium and re-frozen.

Thomas (2002) explained that although force field analysis has been used in various contexts, it was rarely applied to strategy. He also suggested that force field analysis could provide new insights into the evaluation and implementation of corporate strategy. To carry out a Force Field Analysis, a team would need to develop a plan or proposal on either a piece of paper or a whiteboard. Then list forces for change in a column on the left and all of the forces against change in a queue. Afterward, add each factor and add up the scores for each column. Based on the results, the group can then decide whether to move forward with the change.

One of the significant advantages of developing a force field analysis is to give organizations a visual summary of all the different factors supporting and opposing a particular idea that comprises all data fetched to incorporate a significant change. It also evaluates various qualitative analyses of data apart from quantitative requirements. Some disadvantages to Lewin's model are that it is rational, objective or goal, and plan oriented. The change looks good on the theoretical aspect or paper, as it makes logical sense. However, when implemented, the system or process lacks consideration for human feelings, negatively affecting the process.

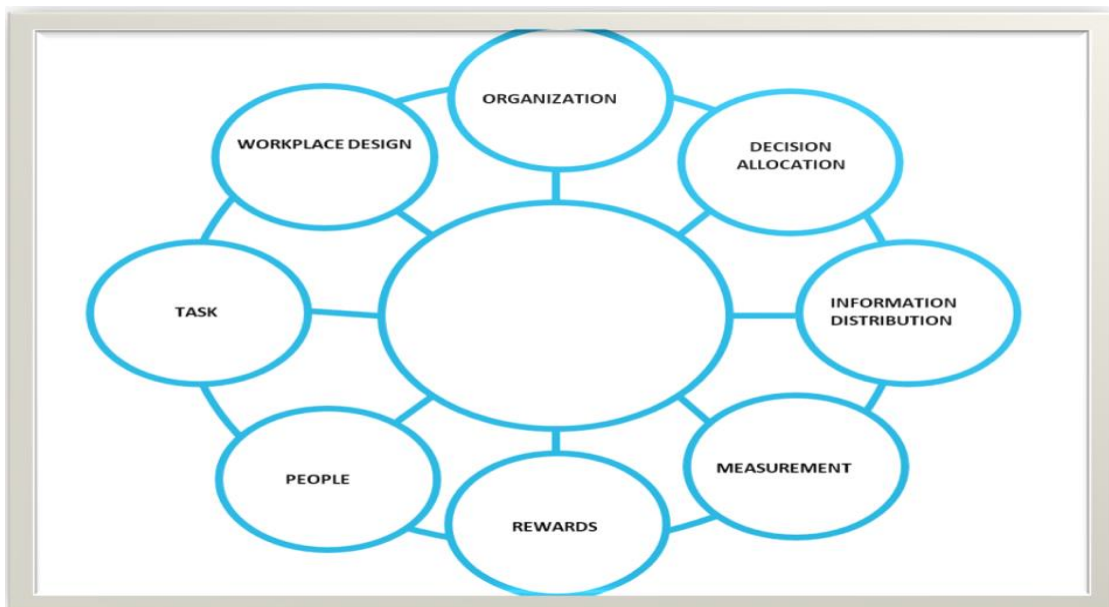
With that being said, there will be many situations where people will be excited to accept or adapt to the changes. Still, nothing will happen on a real-time basis, and in most cases, a force

field analysis will take time to implement, which will create challenges for the existing process. Lewin's model also illustrates the effects of forces that either help or hinder change. The model helps to visualize the strength of opposing forces that can influence your idea for change and determine when the forces helping to change further are greater than those which oppose it. However, the model fails to consider the human factor. In addition, a compelling analysis of forces requires the full participation of all employees, which is often not always available. However, it remains an effective and popular model for change management and has numerous success stories.

A fourth model, introduced by Greg Shea, focuses on eight aspects that compromise our world and behaviors at work, elevated to eight levers of change. An example of the model is illustrated in Shea's change model below:

**Figure 4**

*Shea's Work Systems Change Model*



"Eight aspects comprise our world at work and, therefore, patterns of behavior at work: organization (organizational chart), workplace (its physical or virtual configuration), task (workflow or processes), people (specifically the skills and orientation), rewards (and punishments), measurement (the metrics employed), information distribution (who gets to know what when), and decision allocation (who is involved in what way in which decisions). A skilled change leader can convert these eight aspects into eight levers for change" (Shea & Solomon, 2013 para. 4). The concept behind Shea's model is that a change leader could execute change by executing four of the eight levers mentioned above. In addition to the levers, Shea's model is deeply integrated with systems.

A comparison between change models shows that Kotter and Lewin have emphasized creating the need for change first followed by other steps. On the contrary, Roger has explained the importance of external elements for bringing change only after getting sufficient knowledge. On the other hand, Kotter and Roger have focused on developing communication while bringing change. In contrast, Lewin's model has emphasized more the role of a transitional leader who can control an organization in unfreezing, change, and refreeze. Kotter's model is more systematic, while Roger's model focuses on jumping into change if the external situation allows it. Lewin's model is more comfortable to follow and more focused on controlling an entire system instead of bringing change individually. Shea's model focuses on changing the environment, which will change the people and the business results. "Therein lies the key to successful, embedded, and sustained change: alter the environment, and people will adapt to it. Call it a species strength. We behave based on the reality around us" (Shea & Solomon, 2013 para. 3).

Furthermore, John Kotter's research has shown that genuine efforts to change are, unfortunately, not best for sustained success. He noted that only 30% of the organizational

transition initiatives were conducted. Therefore, associations ineffectively update changes and do not achieve the expected result. John Kotter introduced "Kotter's eight-step change plan" to improve an organization's willingness to transition and increase its achievement prospects. Associations may remain unhappy and know how to implement the change by following this progression scheme. Thus, associations never again need to alter the progressions, and they will expand their odds of achievement.

When this model was introduced in the 1990s, it addressed issues in the change model that affected organizations at that time; however, as we progress to the model to the business needs in 2020, there is a glaring need to consider how Inclusion & Diversity (I&D) plays a critical role in organizational performance. "Many successful companies regard I&D as a source of competitive advantage. For some, it is a matter of social justice, corporate social responsibility, or even regulatory compliance. For others, it's essential to their growth strategy" (Hunt, Prince, Dixon-Fyle, & Yea, 2018 p.1),

As a change leader, you need to consult all dynamics of change impact, including diversity and inclusion goals. "For diversity and inclusion to be successful, however, it must be planted, nurtured, and exposed to the right conditions over time. This joint effort requires the commitment of individuals throughout all levels and locations of an organization, yet strong and genuine leadership allows diversity and inclusion to thrive" (Weaver, n.d. p.76). Therefore, change Management, Change Leadership, and Diversity & Inclusion are areas that affect me personally.

### **Demographic Changes in the US**

Over the past 20 years, there has been a significant change in the US and the world's demographics. According to Cohn & Caumont (2016) from the Pew Research Society,

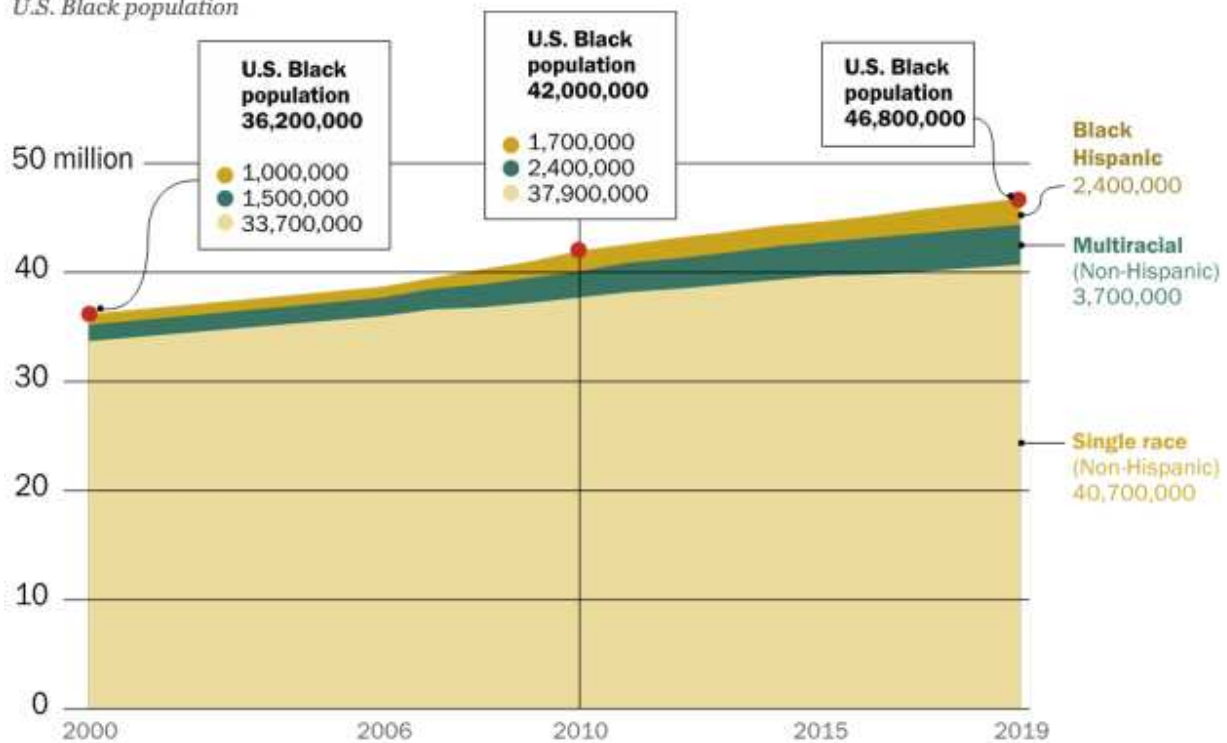
“Americans are more racially and ethnically diverse than in the past, and the U.S. is projected to be even more diverse in the coming decades.” In particular, there has been a sharp increase in Black, Multiracial, and Hispanic populations since 2000.

**Figure 5**

*Pew Center Population Trends in Black, Multiracial, and Hispanic Communities*

**Among the U.S. Black population, multiracial and Hispanic numbers have grown since 2000**

*U.S. Black population*



Note: Populations rounded to the nearest 100,000. Population numbers may not sum to total for a given year due to rounding. "U.S. Black population" refers to all people who self-identify as Black, inclusive of single-race Black, multiracial Black and Black Hispanic people. "Single race" refers to people who self-identify as Black alone and do not identify as Hispanic or Latino. "Multiracial" refers to people who self-identify as Black and one or more races in combination, but do not identify as Hispanic or Latino. "Black Hispanic" refers to people who self-identify as Hispanic or Latino and as Black (multiracial or otherwise).

Source: Pew Research Center analysis of 2000 decennial census (5% IPUMS) and 2006-2019 American Community Surveys (IPUMS).

**PEW RESEARCH CENTER**

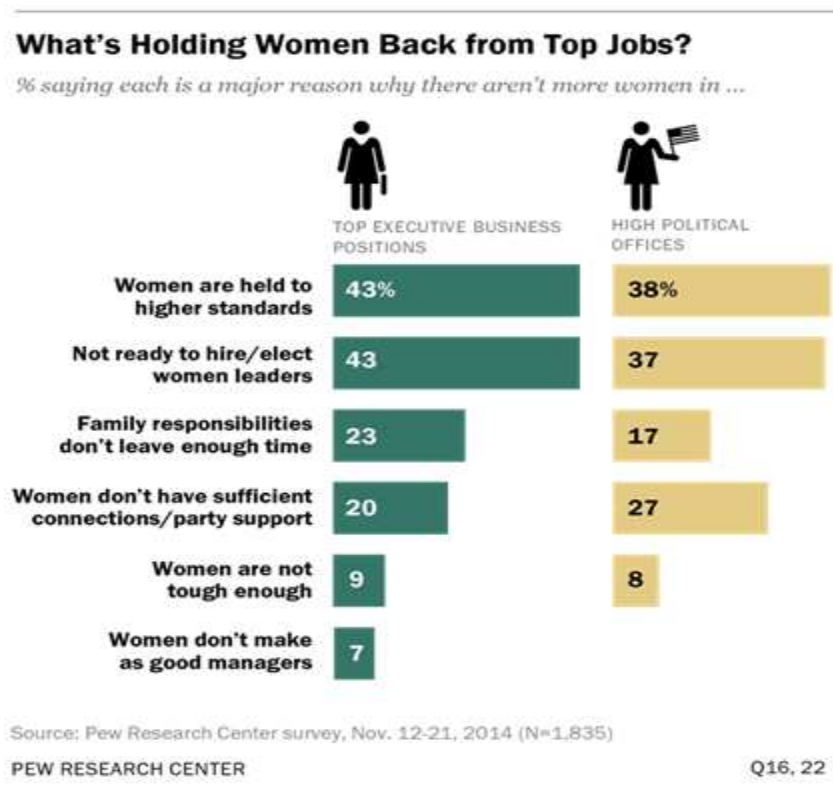
While most of the increases are due to immigration overall, some are also due to a shift in age demographics. Millennials have become the age group to watch (born in 1981-1996) as they became the biggest generation as of 2019. “They are the most racially diverse adult generation in

American history: 43% of Millennials are non-white, the highest share of any generation” (Cohn & Caumont, 2016 para. 10).

Additionally, women’s roles in the labor force and leadership positions have grown exponentially, as “mothers were the sole or primary breadwinner in a record 40% of all households with children in 2011” (Cohn & Caumont, 2016 para. 3). Nevertheless, there is still a gap with women being placed in top jobs. Figure 5 highlights the challenges facing women from the Pew Research Center (2015).

**Figure 6**

*Pew Research Center*



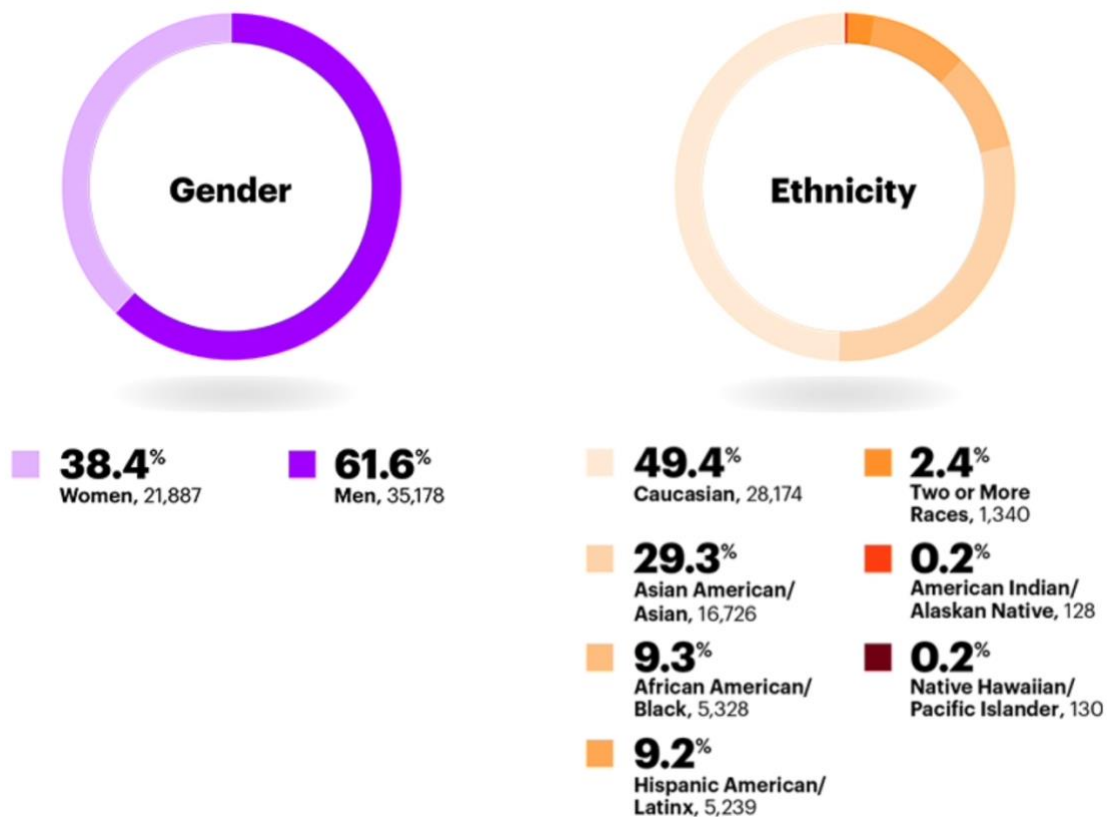
Even though the world is becoming more diverse overall, Accenture’s numbers were not representative of those trends, so leadership committed to being a more diverse organization by 2025 with a series of directives set by CEO Julie Sweet.

## Accenture Research

A recent statistic from Accenture (2020) below shows the following demographic split in the U.S.: 49.4% Caucasian, 29.3% Asian, 9.3% African American/Black, 9.2% Hispanic American/Latinx, 2.4% Two or More Races, 0.2% American Indian/Alaskan Native, and 0.2% Native Hawaiian/Pacific Islander. In addition, 38.4% of employees are female, and 61.6% are male. Julie Sweet, CEO of Accenture, has developed a plan with her leadership team to get the organization to a 50/50 split of male versus female employees but a better distribution of POC throughout the organization. Additionally, only 2.6% of the Leadership team is black.

**Figure 7**

### *Accenture Demographics as of 2020*



Below are some of the outcomes that Accenture (2020) has developed to get to 50/50 by 2025:



1. Working flexibly. Our employees can set their start and finish times or work more hours over fewer days. In addition, they can telecommute, and we offer part-time arrangements.
2. Getting connected. We have hundreds of employee networks worldwide that enable our people to build connections and develop support systems.
3. Developing every day. One hundred percent of our people are mentored and participate in mentoring and personal development programs.

Since the initial announcement above, Accenture (2020) has committed to specific initiatives to do the following:

1. Increase the representation of African American and Black people from 9% to 12%. Likewise, the percentage of Hispanic American and Latinx people from 9.5% to 13%—in each case, is an approximate 60% increase in the number of our people.
2. More than double the number of our African American, Black, Hispanic American, and Latinx managing directors. As a result, the representation of African American and Black managing directors will increase from 2.8% to 4.4%, and Hispanic American and Latinx managing directors from 3.5% to 4.7%.

My research purpose focuses on solving McKinsey's previously mentioned metric that 70 percent of change management initiatives fail. In general, leaders need to learn more about what will be required to sustain long-term business transformations concerning self-awareness, leadership skills, and competencies while understanding the role of diverse backgrounds and tools in the readiness of both leaders and sponsors of change projects.

Additionally, leaders need to address the challenges and risks businesses face when making decisions that involve the execution of transformation efforts and leveraging change

leadership, the inclusion of diverse mindsets, and addressing the needs of diverse leaders to set up successful transformation strategies.

Recommendations will be developed on what is required to shift the attention from only change management, which utilizes a set of processes, tools, and mechanisms to get from the current state, through a transition phase, and to the desired future state as efficiently as possible, to change leadership, which is associated with a bigger vision and with the creation of a broader agency and urgency for change throughout the entire organization.

Also, recommendations will address how leaders can drive a diversity-driven change leadership mindset to make change leadership a priority in business transformations. Finally, the recommendations will be emerging trends in change leadership that organizations need to be aware of and plan for as they continue to grow, and the world demographics continue to evolve. In summary, change leadership needs to be re-imagined, encompassing a separate set of skills, including organizational intelligence, change management, and diversity and inclusion, to propel us to lasting transformational impacts inclusive to all.

### **Scope of the Study**

The following outline will highlight the Dissertation research plan.

#### **I. Title and Project Narrative**

- a. Name - **An Inclusive leadership model to integrate Organizational Dynamics, Change Management, Change Leadership, and Diversity and Inclusion needs for the successful implementation of business transformations."** A discussion on human factors that resist change and solutions to overcome these for change adoption and management. The discussion also includes barriers to and challenges of change management.

- b. While the audience is geared towards any working professional irrespective of role or responsibilities, the core focus is on how managers/leaders can develop a set of repeatable tools and enablers to utilize to be change agents during business transformations
- c. The research purpose – is to learn more about the challenges businesses face when making decisions that involve change management in a diverse work environment to develop recommendations to help make change leadership a higher priority in business transformation and to learn more about what tools leaders need to become active, and inclusive change agents effectively and how they can drive a change mindset in their organizations.

## **Logistical and Ethical Considerations**

### ***Logistical Considerations***

Research on change management and leadership during a pandemic and global health crisis certainly poses logistical concerns. In standard times, I would have the opportunity to engage with the Dissertation committee face to face. Since I have three people in my household who are at considerable risk, I will have to transition to a virtual model for my research duration. There will undoubtedly be frequent logistical hurdles that will need to be overcome. Thankfully, most of the logistical challenges can be overcome by enabling technologies such as Zoom, Teams, and other videoconference means. With virtual meetings becoming more embraced throughout the world, the main logistical concerns will be the following: Scheduling time to meet for research, ensuring all recipients have access to a computer, internet, and a webcam, and sharing documents for collaboration through cloud-based resources (i.e., Google Drive, OneDrive, etc.)

### *Ethical Considerations*

The primary ethical considerations stem from the survey population and development and supporting the data's confidentiality because of the survey. To maintain ethical integrity, I will have to address the following:

1. **INFORMED CONSENT** - the researcher should always take permission from the subject and then start with the research work. The participant has all the right to know about the research and how the research is working. Thus, it is imperative to take in writing that the participant is entirely ready for the research.
2. **CONFIDENTIALITY** - The researcher should ensure that the participants are confidential and safe with the researcher and the participant. Confidentiality helps the participants build trust in the researcher.
3. **ANONYMITY** - it is up to the client if they want to reveal their names. You cannot force them to write their words and identity.

Overall, dissertation research should be executed with the intent to do great (i.e., usefulness) and abstain from doing any damage (i.e., non-misbehavior). While ethical prerequisites in research can shift across nations, these are the fundamental standards of research ethics. This is vital for ethical reasons, as well as down-to-earth ones, since an inability to meet such fundamental standards may prompt your research to be (a) censured and additionally (b) dismissed by your manager or Ethics Committee, costing you essential time. In the following areas, we talk about the five fundamentally applicable ethical rules from these crucial standards.

## **Assumptions and Limitations**

### **Assumptions**

Some assumptions during my research are as follows.

1. All participants in the survey will answer questions in an honest and forthright manner.
2. Participants have a genuine interest in participating in the research and do not have any underlying interests or motives, such as using the research for their gain
3. The inclusion criteria for the survey are appropriate for the research and assumes that all participants have similar experiences.

### **Limitations**

Some limitations during my research are as follows:

1. The number of participants or subjects in the research is appropriate enough to conclude.
2. There may be unknown factors at the participants' place of employment or experiences that could bias the responses from the survey.

### **Expected Outcomes**

This dissertation's main expected result will be that change is necessary for an organization to survive and thrive. Therefore, a formal, peer-reviewed, vetted, and well-thought-out and executed change management is not an option but unavoidable for success. Therefore, the dissertation outcomes are listed as follows:

1. Describe the critical elements of Change Management, Change Leadership, and Inclusive Leaders, including the differences between each method and how they work together for success within an organization.

2. Discuss new demographic trends in the population and workforce and the growth of diverse leaders managing and implementing change in organizations.
3. Describe theories of diversity and inclusion and how this impacts the need for a new set of skills and approaches to successfully apply change management & leadership models and principles in a multi-cultural world.
4. Find and execute the research methods used for the dissertation.
5. State research questions and describe the relevance of Change Management and Change Leadership
6. Find literature for review.
7. Critically analyze and evaluate knowledge and understanding concerning Change Management, Change Leadership, and Inclusive Leadership.
8. Integrate theories and practices applicable to the dissertation subject.
9. Develop responses based on the evaluation and analysis undertaken.
10. Apply knowledge and understanding concerning the agreed area of study and diagnose the impact of the latest diversity trends on change leadership models to be successful.
11. Communicate in written form by integrating, analyzing, and applying key texts and practices.
12. Demonstrate advanced critical research skills with career development and work-related learning studies.

To aid me in my dissertation goals, I have assembled the following committee: Dissertation Chair/Supervisor – Dr. Rosa Colon-Kolacko; Dissertation Reader – Dr. Dominick Volini; External Reader – Elena Pienkowski, Managing Director, Talent, and Organization, Accenture.

## **CHAPTER 2: LITERATURE REVIEW**

### **Introduction**

With my primary research question, I wanted to explore the importance of effective change leadership in executing business transformations. Specifically, learn more about the challenges businesses face when making decisions that involve change leadership in developing recommendations to help make change a priority in business transformation and to learn more about what tools and skillsets leaders need to become active change agents effectively and how they can drive a change leadership mindset in their organizations.

The main research question is: What skills do leaders need to master to execute effective change leadership? By understanding the importance of effective change leadership, leaders can facilitate the organizational commitment to developing a successful change management program. To decide the elements needed for change leadership, I need to establish a clear understanding of change management. In addition to this, by gaining insight into the varied factors that can contribute to successful change management, I can advise how to guide the design of a sustainable, replicable change management program and how to use change leadership to execute successfully.

In the review, I also want to learn the characteristics and demands of change. The success of an organization will be decided by its leaders' ability to adapt and evolve – in other words, successfully change themselves. Thus, effective transformation requires successful change leadership. Sub-questions will further explore and decide what successful change management is and how it can be achieved despite the obstacles of each organization. Using generic and empirical studies as a guide, we try to explore widespread characteristics of (successful) change leadership, practices that contribute to success or failure, obstacles (i.e., resistance to change),



the importance of employee engagement, and ways of achieving the readiness that is necessary for successfully implementing organizational change.

### **What are successful change management characteristics?**

#### **Generic Study**

In the article: "The Art of Balancing," Duck (2014) describes several vital issues that come across in change management processes. First, the author argues that change is a personal and intense process for everyone in an organization. Every staff member must think, feel, or do something different during a change process. Therefore, corporate change is a complicated and unwelcome item on most of the agendas from companies, especially since most of the problems have never been confronted in a structured manner. There is no clear direction or sign of what will happen. For most managers, the models that they use for operational flaws do not work for managing change. Using a medical model as a barometer, change is when a patient is undergoing several surgical operations simultaneously, each activity will be successful, but the patient will die of shock. This example says that with the change, the main task is to manage the dynamic in general and not all the pieces (operations) separately, which can be done by teaching all employees how to think strategically, recognize patterns and predict problems before they occur.

Unlike operating machines or performing one procedure at a time, change involves both activities combined with a fixed set of relationships. Usually, when the change process is active in an organization, the organization works on a Total Quality Management process at the same time. "TQM can be summarized as a management system for a customer-focused organization that involves all employees in continual improvement. It uses strategy, data, and effective communications to integrate the quality discipline into the culture and activities of the organization" (American Society for Quality, 2021 para. 2). The TQM process entails employee

empowerment, process reengineering, and several other tools designed for performance improvement. However, the TQM process will not work when the change is not connected to each step connecting and balancing the entire process. As previously mentioned, the most crucial task in change is understanding how one part of the entire process trims off the other part, changes the rest and sequences, and affects the system overall.

Finally, one of the critical examples of balancing is the conversation between the board of directors and company leaders with those expected to implement all the new strategies. For obvious reasons, the followers must be on the same page as the company leaders since they are the ones to execute the changes, even during the complex parts of the company's transformation.

### **Empirical Study**

Companies' continuous change is an inevitable and mandatory prerequisite to their success in an increasingly unstable environment. However, change can be a risky proposition that can have negative, instead of positive, consequences for the company's future. It has been estimated that only 50% of the large-scale interventions succeed. With the above situation in mind, Bruch, Gerber, and Maier (2005) aimed to identify the characteristics of a successful strategic change program using the case of the German aviation group Deutsche Lufthansa.

Lufthansa has a proven track record of successfully implementing change in response to turbulent aviation market conditions between 1991 and 2004. Lufthansa's latest and most successful strategic change program was D-Check. "The D-check is the general overhaul of the aircraft and hence the most extensive of all aircraft-related service events. This check is carried out every six to ten years and entails 30,000 working hours of labor over four to six weeks" (Thompson, 2017 para. 4).

Part of D-Check's success story is that Lufthansa's management made a distinction between leading decisions and managing decisions. Part of leading decisions includes developing a clear goal. Said plainly, what would be the right approach? Managing decision deals with finding the way to achieve the goal – in other words, how do we do it right? Before implementing a significant change process, a company should clearly and conclusively resolve what change would be suitable and how it can be done right. Some key questions to plan for the change should include the following:

1. What changes are appropriate for our organization? The change management plan should be encompassing of the company's unique business situation.
2. What is the central focus? Clear priorities/focal points should be defined to overcome excessive complexity and unclear direction (which can be detrimental for the program).
3. How can we credibly execute? Implementing changes that Management can commit to that fit its style will continue, authentically, supporting it later.
4. What is suitable for our culture and energetic situation? Change processes should fit the current company culture.
5. How do we gain acceptance? Creating acceptance is crucial for preventing resistance and thereof failure of the change program. Successful acceptance management is based on integrating everyone involved in the design and implementation of the change program – in this way, the commitment of all parties is achieved.
6. How can we get the company focused on the change process? To successfully manage attention, the company should effectively communicate to the employees that change has priority and is permanently present. Moreover, the company should use an effective system for monitoring and reporting.

7. How do we find the right people to make it happen? First, the company should not underestimate the importance of individuals in the changing process. Therefore, it should find the right people to sell, implement, and drive the program from the beginning to the end.
8. How can we generate momentum and make the change sustainable? First, the company should create sufficient urgency during the beginning phases, using many tangible activities.

Additionally, the company should maintain momentum by strategically revitalizing and refocusing it (i.e., by using surveys and bonuses).

In conclusion, to implement change, a company should make a series of critical decisions. These decisions should be based on three rules: First, it should be ensured that decisions are made. Second, these decisions should be made in the proper order. Third, leadership decisions (what) should come before management decisions (how). Third, the findings should be oriented towards the critical factors for success. Lufthansa succeeded by clarifying and distinguishing the what from the how of change. As a result, Lufthansa not only achieved its goal to generate one billion in sustainable cash flow from 2004 but exceeded it by making 1.6 billion of added cash flow by February 2004, amid the global financial crisis.

### **What is the Importance of Change Management?**

#### **Generic Study**

The company Maven is experienced in giving corporate training about a change in organizations. Their experience contributes to the article; why is change management important? According to Maven, you need to ensure that everyone in the organization is open to change and has the structure which enables it before the change process itself will be considered. According

to Peter Drucker (2020), change must be an opportunity that can only be effectively executed when the following strategies are executed:

1. Policies to make the future are designed. Policies allow the freeing of resources from being committed to processes that do not make sense, thus not producing results.
2. The organization has systematic methods to look for and anticipate changes. This process also includes processes identified in a SWOT analysis – strengths, weaknesses, opportunities, and threats. The process also includes understanding the organization's (and competitor's) successes and failures.
3. They are developing the correct way to communicate the change in and outside of the organization. Also known as piloting, it involves the process of finding champions for the new process. The executive sponsor needs to be committed to the ups and downs of the pilot to determine what works best and what needs to be improved.
4. Designed policies to balance and support change throughout the organization. People need to acutely understand where they stand and what they can expect in the new processes. "The more an institution is organized to be a change leader, the more it will need to establish continuity internally and externally, the more it will need to balance rapid change and continuity" (Drucker, 2020 para. 3).

When these requirements are implemented correctly, the organization will receive help from an increased understanding of the impact that the change will bring. In addition, this ensures the involvement of all processes, systems, and people, which is of high importance as this will reduce the resistance to change.

## **Empirical study**

Elam and Christensen (2009) completed a case study at Texas Children's Hospital (TCH). The research includes actual project data on the impact of effective change management. In 2006, THC began a massive expansion project. Among others, THC started the transition from a paper to an electronic medical records system. THC's expansion project is considered the largest ever in the United States to be completed within four years. To facilitate the human aspects of change management, a change management team was built to collaborate with the project implementation team and company leaders to reduce employee resistance and commit to the change project.

One of the main activities of the change management process was creating a Change Agent Network. This network comprised participants (change agents) throughout the organization that served as "extensions" (or communication means between the management team and the agents' peers) of the change management team. Additionally, they developed rehearsal activities to prepare the employees about the new system and minimize change-related anxiety. Finally, to measure user commitment throughout the project, the management team conducted four surveys (baseline: 6-8 months before new system implementation, Pre-Go Live: 2 weeks before deployment, Post Go Live: 30 days after deployment, and 90 Day Post Go Live: 90 days after implementation).

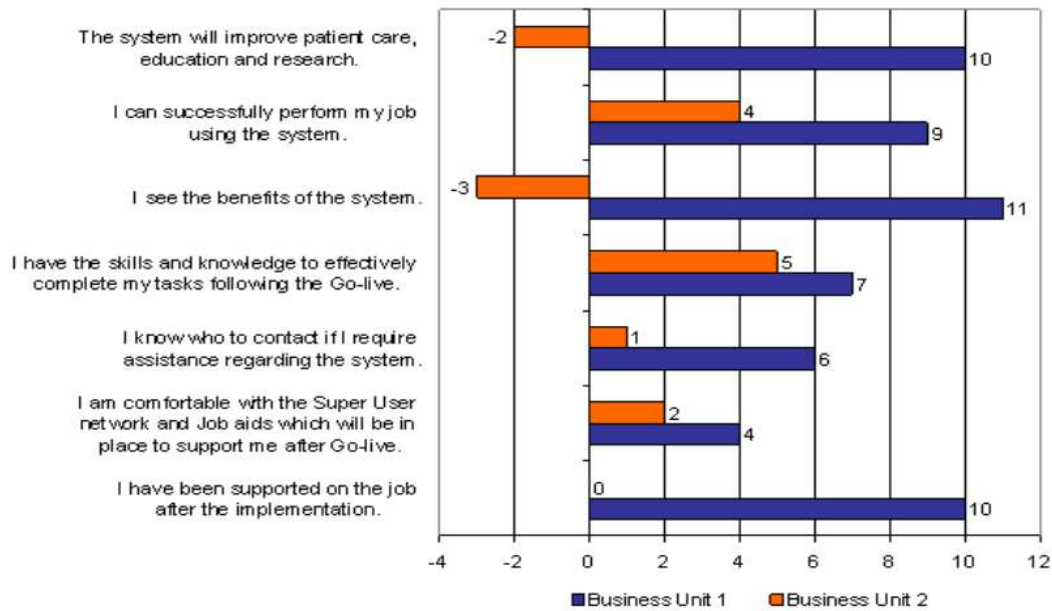
The Business Unit (BU1) and Business Unit 2 (BU2) were given the same change management processes, strategies, and tools. However, both units operated differently. BU1 had very standardized procedures, and the operations teams were strategically placed throughout the region. BU2 worked in a centralized location but had non-standard processes. They compared

the results between the two Business Units. BU1 effectively implemented change management practices, mainly in part to their standardization.

BU2 did not sufficiently implement change management practices. However, the results in Figure 5 below clearly show the benefits of employing effective change management practices.

**Figure 8**

*Texas Children’s Hospital*



Average Increase in Favorable Responses by Question - Figure 1

The mean increases of favorable responses (from Post Go Live to 90 Day Post Go-Live) to critical questions about implementation were significantly higher in BU1 than BU2. Thus, BU1 showed organizational commitment and involvement in change management activities. The commitment was reflected in the average increase of favorable responses from Post Go Live to the 90 Day Post Go Live. Specifically, in BU1, the favorable responses increased at an average of 8%, while at BU2 increased at an average of 1% overall. This data shows the importance of

effective change management practices on the overall success of a new project with a high degree of organizational change.

### **What Kind of Change Management Practices Contribute to Success or Failure?**

#### **Generic Study**

In 2010, Andrés B. Ranieri researched outcomes of organizational change programs in a sample of ninety organizations situated in Chile. In this article, the three significant findings found during the extensive research are described. The first result shows that there are two essential groups in an organization (as according to Jick 1992); change strategists (those who oversee the change program) have higher use of change management practices than change receptors (those who receive the change program impact).

Because change strategists manage change, they assume that practices designed for change are automatically used. However, the opposite is seen by the change receptors, who tend to have difficulties executing the new methods. A potential explanation for this difference in perceptions is that the change strategist was solely in charge of the entire change process. "Therefore, they will be tempted to report higher use of them, especially when they have superiors who exercise control or any other kind of pressure" (Gangster et al., 1983 p.271).

The second result shows that organizations use more practices related to the preparation during the change process than the implementation. Several arguments could confirm this statement. Firstly, the failure rates in the first stages of the change management process (designing a new mission statement) make it impossible to continue the later stages (communicating the change throughout the organization).

Secondly, since the change strategist is responsible for the shift, mistakes could be made to allocate the resources throughout the process. It can be assumed (since the strategist is highly



focused on quick results) that they are more sensitive to implementing the most support (employees and capital) into the first stages and less sensitive towards the needed resources for the later stages.

The third result shows that the use of change management practices has a significant impact on achieving the change program and deadlines itself but the relation towards the perceived outcomes of the change program. Aspects such as employee performance, financial results, and productivity are less significant, which can be explained by the design of the process that entails executing the change program precisely and not necessarily the organizational results. However, if the implanted change program has an adequate response to the organization's needs and the implementation is successful, it should affect the results, which can only occur overall.

### **Empirical Study**

McNish (2001) studied the importance of several change management guidelines in successfully implementing added information technology (I.T.) projects in organizations. Implementation of I.T. projects is heavily biased towards the technological aspects of the project, and little attention is paid to the overall management of processes, structures, and cultural changes. However, managing those changes is a prerequisite for a successful implementation. Additionally, the study revealed the specific contribution of different change management guidelines to IT projects' success through statistical analysis. The research hypothesis of the study was that "the successful implementation of IT projects depend upon the application of established change management guidelines" (p. 203).

The sample consisted of IT Manager respondents from industries of different types and sizes. The respondents were interviewed using thirty-five close-ended questions structured

around three major headings: 1) Project Planning, 2) Project Structure, and 3) Project Implementation. Statistical analysis showed that organizations that successfully implemented the I.T. projects differed (at a significant level of 0.02), from unsuccessful organizations, in the change management guidelines that they employed. Discriminant analysis was used to show which of the instructions were most responsible for the projects' success or failure. The following change management guidelines were statistically significant for the project outcome listed below:

Project structure:

1. Change must have the public support and commitment of senior management.
2. A strong champion must back change.

Project implementation:

3. Skilled people must run the implementation process.
4. The implementation team must be committed to the success of the change.
5. The success of the change ought to be widely published.
6. The benefits derived from the change ought to be widely distributed.
7. Careful studies should be made of the changes in practice that would be needed.
8. Resources should be made available to resolve practical difficulties as soon as they arise.
9. Affected staff should be well informed about what would be expected of them in the new system.

Guidelines five and nine contributed most to the success and failure of IT projects. Guideline five leave little room for interpretation. While it is essential to be open about successes, it is more critical to ensure sustainable success. In guideline nine, while it is essential for staff to understand what is expected of them in the new environment, it is critically important to expect that there will be missteps along the way, as change takes time to master.

### **What is the Importance of Employee Engagement in Change Management?**

#### **Generic Study**

In the article "Employee Engagement and Commitment," C. Dicke (2007) argues the importance of employee engagement during a change process. Similar research sources consider employee engagement a priority to successfully implement an organizational change initiative, especially since most people tend to be resistant to change. To define employee engagement, Jack and Suzy Welch (2006) said, "[No] company, small or large, can win over the long run without energized employees who believe in the [firm's] mission and understand how to achieve it. That is why you need to take the measure of employee engagement at least once a year through anonymous surveys in which people feel completely safe to speak their minds" (p.1). Vance (2006) translated his ability into a report for the society of HRM. He argues that the greater employee engagement is, the more likely employees are willing to go the extra mile and deliver an excellent job performance.

Another argument supporting the importance of employee engagement is that most of the research on change management lists employee engagement as the primary success factor in implementing the change effectively. Many studies also argue that communication (followed by collaboration, information flow, trust, and practical problem solving) is critical in the relationship between engagement and change management. Suppose the organization can

successfully deliver all the functions that belong to change management. In that case, they are sufficient in the tasks related to employee engagement since these two factors share many of the same services needed for successful implementation.

Overall, Vance's report highlights the critical correlations between employee engagement and company performance. Organizations define value and success in different ways, so you must quantify the levels of employee engagement, especially when it comes to change management initiatives. "The decision to invest in strengthening engagement or commitment (or both) depends on an organization's strategy and the makeup of its workforce" (Vance, 2006).

### **Empirical study**

Harter, Hayes, and Schmidt (2002) completed a meta-analysis of studies based on 7,939 business units in thirty-six companies to examine the relationship between employee satisfaction-engagement and the business unit outcomes (i.e., customer satisfaction, productivity, profit). From analyzing these studies, the authors concluded that employee satisfaction and engagement are positively related to meaningful business outcomes – customer satisfaction, productivity, profit, and low employee turnover. Furthermore, these relationships were generalizable and were large enough to have substantial practical value for businesses. Therefore, changes in management practices that aim to increase employee satisfaction and engagement may improve desirable business outcomes, including profit.

### **How Can Obstacles be Overcome in Change Management?**

#### **Generic Study**

In 1969, Paul R. Lawrence wrote a very inspiring article called "How to Deal with Resistance to Change." According to the author, employees' resistance to change in organizations is one of the most challenging problems the company leaders face. The impact of resistance

cannot be underestimated since it can take many different forms (from a decrease in productivity to an increasing number of employee turnover). Therefore, it can be said that resistance to change can prevent the successful implementation of a change process.

Frequently the blame for the unsuccessful change is put on the people who resist it. Company leaders usually tend not to go deeper towards the real cause of resistance, although changes in an organization continuously occur. These (even small) changes quite often account for the decrease in productivity. Does that mean that changes must always be forced on resistant employees?

According to the author, that is a big no because the employees do not necessarily resist the technical change. However, other issues contribute to resistance, and these are the ones that must be overcome:

1. Employees do not feel involved in the process, and therefore the most common solution from the organization's leadership tends to think that participation can be used as an (inauthentic?) device. However, using engagement as a device can lead to trouble.
2. Trouble occurs because the true nature of resistance is not understood. For example, instead of technical change, employees resist social change (change in the human relationships accompanied by technological change).
3. This explains the reason behind the created resistance, which is the certain blind spots and attitudes that the change followers have because of their preoccupation with the technical aspects of the latest ideas.
4. The working solution to deal with these staff attitudes is that the change strategists must take concrete steps, which include emphasizing new performance standards and

encouragement to think in diverse ways and using the fact that signs of resistance are a warning for the directing and timing of the technical changes.

### **Empirical Study**

In their article, Armenakis et al. (1993) present three strategies that can be used to create readiness for change and overcome resistance. They support this model by offering Whirlpool's case, which during the eighties aimed at becoming more aggressive, more sensitive to the marketplace, leaner, and more of a global player. The first presented strategy for creating readiness for change is persuasive communication. Whirlpool used high-profile speeches and spoken and written statements of vision. Expressly, Whirlpool referred to its competitors and their success and to successful changes that Whirlpool experienced in the past. The second strategy is active participation.

Whirlpool used formalized strategic planning, the Global Awareness Program (that aimed at increasing awareness of the company's competitiveness and building confidence that Whirlpool could implement the same processes), the 75th Anniversary Celebration, and Show. The third strategy consists of the Management of external sources of information. The logic that a message generated by more than one source, especially if it is external to the organization, is more believable. Whirlpool increased its coverage of the business media and employed a diagnostic analysis by a well-known consulting firm.

Finally, during the implementation of the above, readiness and resistance to change should be assessed. In conclusion, after showing where change is needed, a readiness program should influence the beliefs, attitudes, and intentions to implement change successfully. By assessing readiness, the effectiveness of the readiness activities can be decided.

## **What is Change Leadership, and how does it differ from Change Management?**

### **Generic Study**

Ford & Ford (2012) address the general misconceptions about Change Leadership, the historical concepts surrounding leadership, and how change and leadership go hand in hand. Traditional leadership literature treats leadership as an individual phenomenon and focuses on leadership behaviors on follower outcomes. However, with regard to change, there can be multiple forms of leadership used concurrently" (p. 3).

Gronn (2002) additionally describes two forms of leadership: focused and distributed. A focused leadership structure is hierarchical and centers around what an individual leader provides, and does, to and from others. When tying back to change, it is assumed that the followers' outcomes (and successes) directly correlate to the leader's approach and decision-making. "In focused leadership, only one person has attributed the status of leader, and the unit of analysis is this stand-alone leader and his/her behaviors, activities, and style. The focused form of leadership is the subject of most traditional leadership research and writing" (p. 4).

Distributed leadership allows multiple people to own the leadership functions and collectively perform them together, allowing for more scope to be complete and, thus, less burden for one individual to carry alone. "Distributed leadership, therefore, recognizes a multiplicity of leadership roles and tasks within organizations and a corresponding capability for task accomplishment that is beyond that of a single individual to perform" (p. 5). This single individual belief is contrary to Kotter's idea that change is owned by multiple people across the organization at different stages and not concurrently.

Co-performing distributed leadership is a hybrid of the focused and distributed models previously mentioned and allows agents (leaders of small groups) to collaborate on specific scopes

and develop plans combined later. According to Gronn (2002), there are three levels of co-performing action:

1. Spontaneous collaboration – which allows people to collaborate on tasks now (or in real-time)
2. Intuitive working relationships – where two or more people work closely together on tasks with an implicit understanding of the goals.
3. Teams/Committees - structured and assigned groups that standardize distributed actions to a leadership or project lead.

According to Gronn (2002, p. 431), "agents [e.g., leader group members] synchronize their actions by having regard to their plans, those of their peers, and their sense of unit membership," where group members influence and are also influenced, by others in the group as well as by external elements.

There are also behavioral characteristics that are associated with change leadership. The three main characteristics observed by (Higgs & Rowland, 2005) are shaping behaviors, framing change, and creating capacity. Shaping behaviors include aspects such as crafting communications and actions during the change transformation process. For example, framing change can establish timelines for the change, design the scope of change, and communicate the guiding principles to project stakeholders. Creating capacity includes developing individual and organizational capabilities and "communicating and creating connections."

### **Empirical Study**

Herold, Fedor, Caldwell, & Liu (2008) researched the effects of transformational on employee's commitment to change. They focused on the following areas: change commitment,



transformational leadership, change leadership, the relationships between transformational and change leadership, and the personal impact of the change.

Concerning change commitment, it extends further than just a positive attitude. It also includes the willingness to work hard and to invest in the change initiative's success. "Furthermore, commitment to a change is conceptually and empirically distinct from organizational commitment" (Fedor et al., 2006; Ford et al., 2003; Herscovitch & Meyer, 2002 p. 347) "and to be a better predictor of support for change than organizational commitment" (Ford et al., 2003; Herscovitch & Meyer, 2002 p. 347). Additionally, transformational leadership has been linked to affective commitment.

Transformational leadership can be executed on an individual and group level basis. While there has been an assumption that there is a positive relationship between transformational leadership and an employee's commitment to the work, there is not much research to support that theory. Burke (2002) concluded that "it seems reasonable to assume, nevertheless, that because there is mounting evidence that leaders affect organizational performance in general, surely they have an impact on organizational change in particular" (p. 241). Thus, while transformational leadership may appear to be in line with positive employee engagement, it may be more focused on the opportunities the changes may bring and not necessarily the commitment mentality it takes to bring them to fruition.

Change Leadership is often tied to Lewin's concepts of unfreezing, moving, and refreezing. Efforts to execute the stages typically involve someone in a change leadership and transformation leadership mindset. Thus, most change-leadership prescriptions—such as communicating the plan for the change, building a guiding coalition, developing a sense of urgency or a compelling rationale for the change, and providing support (Kotter, 1996)—can be

linked to one or more dimensions of transformational leadership. In the organizational change literature, these change-leadership behaviors are linked to commitment or support for the change" (Burke, 2002; Kotter, 1996 p. 348).

When identifying links between transformational and change leadership, while there may be some likeness between the two, it is essential to remember that they represent two different concepts. Change leadership often refers to present-day scenarios, focusing on key change initiatives and how to solve them. At the same time, transformational leadership is focused on long-term goals, the relationships between leaders and followers, and having a structured plan to support the goals. Therefore, leaders whose skillsets lean more towards change leadership rather than transformational leadership should focus on how change initiatives tie to their change preferred behaviors.

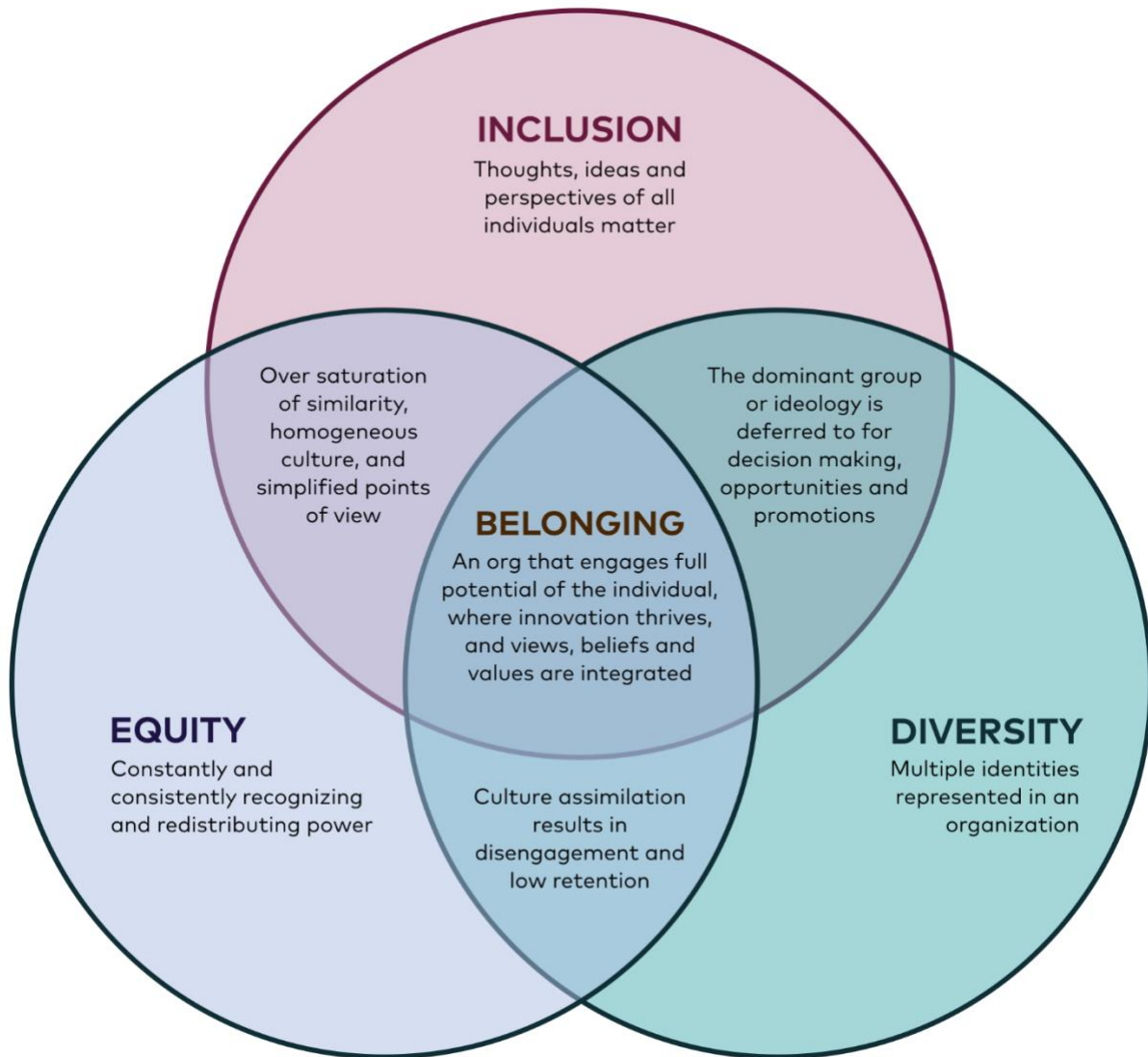
### **What is Diversity, Equity, Inclusion, and Belonging?**

#### **Generic Study**

McGregor (2019) writes about the transition of adding Belonging to Diversity, Equity, and Inclusion into the conversation by stating, "The latest lingo — most prevalent among Silicon Valley companies — reflects millennial and Gen Z employees' expectations about work, diversity experts say, as well as the impression that other concepts haven't made enough progress retaining diverse employees" (para. 4). Unfortunately, the quest to get to a place of equity, diversity, and inclusion doesn't go far enough. The focus shouldn't be solely on increasing numbers of women and people of color/marginalized populations. However, they should also focus on making sure they feel included. "Rather, they should focus on whether workers sense they can be themselves and feel like part of a community." (McGregor, 2019 para.

5). Below is a diagram of Inclusion, Diversity, Equity, and Belonging from Turner Consulting Group (2014 p.1).

**Figure 9**



While diversity, inclusion, and equity are terms with very positive acceptance, belonging tends to have a mixed reaction, as most people equate equity to the center between diversity and inclusion. While most executives understand the tie-out between diversity, inclusion, and equity, mainly because they are tied directly to metrics they can track, belonging is more surrounded by

behavior changes. “Inclusion is about having a voice that is heard, making sure you can voice a contrary opinion,” she said. “Belonging is about creating a sense of community.” (McGregor, 2019).

The concepts of Diversity, Inclusion, Equity, and Belonging can help bring skeptical senior leadership (typically white men) up to speed on the needs of people of color and serve as a bridge for people of color and other marginalized populations. A famous saying that embodies the sense of belonging is bringing your authentic self.

### **Empirical Study**

Bernstein, Bulger, Salipante, & Weisinger (2019) explains the journey from diversity, to inclusion, to equity through the Theory of Generative Interactions by stating, “The Theory of Generative Interactions suggests that in order to facilitate inclusion, multiple types of exclusionary dynamics (self-segregation, communication apprehension, and stereotyping and stigmatizing) must be overcome through adaptive cognitive processing and skill development, and engagement in positive interactions must occur in order to facilitate inclusion that is created and sustained by contextually relevant sets of organizational practices.” Despite the effort to educate leaders by bringing diversity, inclusion, and equity issues to the forefront of organizations, “When it comes to understanding how to achieve valued outcomes, there is little theory that helps scholars and practitioners integrate disparate research results (Nishii, Khattab, Shemla, & Paluch, 2017 p. 38).”

The Theory of Generative Interactions reviews organizational practices that produce results based on diverse interactions, leading to inclusion and equity. The theory also identifies barriers called exclusionary dynamics, such as self-segregation, communication apprehension, and stereotyping. “These phenomena often lead to homogeneous groupings, overemphasis on

differing identities, and negative assessments of other groups. In the absence of counter-vailing organizational practices, the phenomena produce dynamics that represent default social behavior impeding inclusion” (p. 399). One way to overcome exclusionary dynamics is by producing generative interactions, which allow the emergence of new capabilities to handle complex situations. In diversity, inclusion, and equity, part of the challenge is deeply rooted in previous negative behaviors, prejudices, and other exclusions that marginalized populations experience that negates a sense of belonging and value.

The Theory of Generative Interactions also suggests specifications for positive interactions called adaptive contact, interaction frequency, and interaction quality, leading to more positive outcomes. In the case of developing diversity and inclusion initiatives, positive interactions can show POC what good looks like in an ideal state while giving steps to bring good outcomes to everyone regardless of color, socioeconomic status, sexual orientation, or other predetermined marginalized factors based on three precepts by Bernstein, Bulger, Salipante, & Weisinger, (2019):

1. That inclusion is created and sustained by organizational practices of generative interaction that provide group and organizational conditions for prejudice-reducing and adaptive contact among diverse individuals.
2. These organizational practices that sustain adaptive contact operate in combination as a set.
3. That particular organizational practice of generative interaction serves as an inter-related criterion for predicting the outcomes of representational diversity in a particular context. The practices are identifiable in research and practice by diverse members experiencing the following, cognitively, emotionally, and habitually by pursuing important

organizational purpose, using intentional community-building activities, repeating positive interactions, giving diverse members equal standing in decision making progress, being collaborative, and feeling interpersonal comfort and self-efficacy.

### **What is the importance of Diversity and Inclusion in Change Management?**

#### **Generic Study**

Cao, Clarke, & Lehaney (2003) addresses the issues surrounding the management of change (MOC) in organizations and recommends solutions to how businesses can overcome the gaps. At the center of the issue is that the MOC initiatives have high failure rates (sometimes north of 70%). This ties into the research by McKinsey that is often referenced today.

Because of the issues with executing, businesses were forced to think about ways to adapt the MOC framework to include diversity parameters – but it was not because it was the right thing to do from a humanistic/equality/equitable standpoint. It was even more so because of the pressure that companies faced to undergo one major business transformation where they had to "either change or die" (Beer & Nohria 2000 p.133).

During the mid-'90s, Business Process Re-Engineering was a modern approach to utilize the MOC framework. However, while the model emphasized change, it was often short-sighted as "BPR literature often emphasizes change based on one aspect of an organization (Stebbins et al., 1998), for example, on the process, with inadequate treatment of the human aspect (Valiris and Glykas, 1999; Marjanovic, 2000). Downstream impacts from that failure include ineffective cross-cultural communication, organizational resistance to change, and failure to understand the needs of the employees while implementing transformational business changes.

Another method, Total Quality Management (TQM), can effectively manage business processes and organizational culture but is not recommended to be integrated into an entire

business. Because of these conflicting theories, managers tasked with executing the initiatives are overwhelmed by the process. "They lose focus and become mesmerized by all the advice available in print and online about why companies should change, what they should try to accomplish, and how they should do it. This proliferation of recommendations often leads to muddle when change is attempted. (Beer and Nohria, 2000, p. 133)

Due to struggles, it is time to classify MOCs into four types of organizational changes below:

1. Process Change – This includes changes in process flows and the supporting controls.
2. Structural Change – This includes changes in functions, organizations, roles, coordination, and control.
3. Cultural Change – This provides for changes to company values, beliefs, and human behaviors.
4. Political Change – This includes changes to power distribution and the way business changes are influenced.

All the changes above have an intersection point of interaction. "we cannot focus on a single methodological or even a single theoretical perspective, since the four dimensions have each been taken as relying on particular methodological and/or theoretical positions" (Cao, Clarke, & Lehaney, p. 234). Clear identification and classification of the changes needed will allow businesses to organize and encourage mixed methods to be productive for the overall change goals.

### **Empirical Study**

Roberson (2006) takes a deeper look into disentangling the meaning of Diversity and

Inclusion in organizations, with a primary focus on how large organizations determine what the term means to them and how we can advance the needle forward. While this study was a bit before its time, it's essential to understand what the mindset was like in the mid-2000's so we can appreciate where we are today.

Research before this article described diversity as a composition of groups and workforces, beginning with expansion to other qualifying factors. Observable dimensions include such characteristics as gender, race, ethnicity, age, and in some respects – sexual orientation, which is legally protected from discrimination, particularly in the United States. However, “definitions and measurements of diversity have evolved to include a wider array of non-observable characteristics that include cultural, cognitive, and technical differences among employees” (Kochan et al., 2003 p. 20), and additional aspects such as education, socioeconomic background, functional background, tenure, and personality to identify ways to determine how different groups will work together successfully.

Research surrounding inclusion was more elusive and rarer to find. "Pelled and her colleagues (1999) defined inclusion as 'the degree to which an employee is accepted and treated as an insider by others in a working system' (p. 1014) and examined the relationships between demographic dissimilarity and three indicators of inclusion—the degree of influence that employees have over decisions that affect them at work, the degree to which employees are kept well-informed about the company's business strategies and goals, and the likelihood that employees will retain their jobs" (Roberson 2006, p. 217).

Roberson conducted three studies: Scale Development, Scale Construction, and Scale Validation. For Scale Development, the data was obtained from survey responses collected from diversity officers of 51 large publicly traded companies. "Participating organizations had an



average size of 75,367 employees and represented a variety of industries (classified by single-digit SIC codes): 62.7% in manufacturing; 19.6% in finance, insurance, and real estate; 7.8% in services; 5.9% in transportation, communications, electric, gas, and sanitary services; and 4.0% in retail trade" (Roberson, 2006, p. 218). The survey was sent via email.

For Scale Construction, the sample included 74 attendees of a diversity networking forum. The responses were kept anonymous. "The sample was 77% female with an average age of 46 years. In addition, the respondents were 52% White, 33% Black, 9% Hispanic, 3% Native American, 1% Asian, 1% Middle Eastern/Indian, and 1% other" (Roberson, 2016 p.220).

The Scale Validation study was used to cross-validate the results for diversity and inclusion measures in previous studies. While the results of the two preceding studies did not meet an acceptable level of fit, "given that diversity and inclusion items loaded similarly on the first three factors of the final factor structure, the findings may also suggest that the move from diversity to inclusion in organizations may primarily represent a change in language rather than a material change in diversity management practices" (Roberson, 2006 p. 230).

### **Conclusion**

The review of seven generic and empirical articles allowed me to gain exciting insights that can be used for my future dissertation research. Considering that fourteen articles were used, it was fascinating to see different theories overlap. Employees must also be taught how to think strategically, recognize patterns, and predict problems before they occur. This is part of the change, with its primary task: managing dynamics in general rather than all tasks separately. This also explains why change management must be a TQM process (which entails employee empowerment, process reengineering, and several other tools designed for performance improvement). Change must be connected to every single step in the process that is balancing the

entire process. With that being said, TQM (and other MOCs) can be limited in reach and need to be planned to ensure the execution is effective. It is important for businesses to fully understand their needs and structure work and goals in a realistic and achievable way.

Employee engagement is one of the essential factors in the efficient implementation of change management. Employee engagement and satisfaction are positively related to meaningful business outcomes (customer satisfaction, productivity, profit, and low employee turnover). Suppose the organization can successfully deliver all the functions which belong to change Management. They are sufficient in the functions related to employee engagement since these two factors share many of the same functions needed for successful implementation. Therefore, changes in management practices that aim to increase employee satisfaction and engagement may improve desirable business outcomes, including profit.

Although change management is complicated and is, for a reason, the most undesirable item on a corporate agenda, many successful implementations inspire me even though most change initiatives fail. One of the most inspiring cases was the D-Check program implied by Lufthansa. Part of what made D-Check's program so successful was large in Lufthansa's management efforts to distinguish between leading and managing decisions.

Concerning Inclusion and Diversity, while we are making great strides in making businesses (and humans) a more inclusive and work environment more equitable places, there is a lot of work to be done on developing change models that consider I&D as part of the starting point instead of after the financial goals have been scoped out. While a lot of organizations such as Accenture are making investments in I&D by doing the work, we need to have models to support the ways to move forward. Investing in these models will require a lot of zero-sum effort that cannot be tied directly to the bottom line but will be critical in ensuring that organizations

have the best and brightest talent from all walks of life, regardless of their socioeconomic backgrounds or non-elite education choices.

In addition to this, developing positive behavior trends to develop a sense of belonging is critical to the sustainability of I&D initiatives. A feeling of belonging is vital to our life fulfillment, bliss, mental and actual wellbeing, and even life span. It gives us a feeling of direction, significance, and equity with others. Belonging should be a critical component in developing a culture where people can freely be their authentic selves and be uplifted similarly by leaders, who are fundamental in making incorporation inside associations and lasting impacts.

While completing my dissertation on change leadership, I should clearly and conclusively resolve what change leaders need to overcome to execute change management initiatives. To successfully implement change, a series of key decisions should be made. The decisions should be based on three rules: First, it should be ensured that decisions are made equitable, ensuring voices at all levels and diverse backgrounds. Second, these decisions should be made in the correct order. Leadership decisions (what) should come before management decisions (how). Third, the decisions should be oriented towards the critical factors for success.

Another successful implementation came from the Texas Hospital for Children. The THC created two main activities of the change management process: Firstly, they created a Change Agent Network. This network included participants (change agents) throughout the organization that served as "extensions" (or communication means between the management team and the agents' peers of the change management team). Secondly, they developed rehearsal activities to prepare the employees about the new system and minimize change-related anxiety. This data shows the importance of effective change management practices on the overall success of a new project that carries a high degree of organizational change.

At Whirlpool, they designed three strategies that contributed to successful change. The first presented strategy for creating readiness for change is persuasive communication (both oral and written). Whirlpool used high-profile speeches and spoken and written statements of vision. The second strategy is active participation. Whirlpool used formalized strategic planning through their Global Awareness Program to engage with employees from all over the globe for feedback, which has expanded to include global diversity measures in recent years. “Inclusion and Diversity is a core value at Whirlpool Corporation because we know that drawing from diverse points of view improves our products, services, teams, and each other.” (Whirlpool 2021, Para. 6)

Nevertheless, “we recognize we are on an ongoing journey, and we are committed to new, bold goals and meaningful action to cultivate an even stronger inclusive and diverse workplace, as well as in the communities where we work and live” (Whirlpool 2021, para 7). Inclusion creates a culture of belonging, and diversity makes us better. The third strategy consists of the management of external sources of information. The logic that a message generated by more than one source, especially if it is external to the organization, is more believable” (Brown, 2021). Companies use this external data to augment their decision-making, better meet customer needs, predict supply and demand, and more. In conclusion, after finding where change is needed, a readiness program should be designed to influence the proper beliefs, attitudes, and intentions to be successful. By assessing readiness, the effectiveness of the readiness activities can be figured out.

## **CHAPTER 3: RESEARCH METHODS**

### **Introduction**

The purpose of Chapter 3 is to introduce the research methods of the study about Change Management, Change Leadership, and Inclusion & Diversity's impact on business transformations. The study, focused on a Change Management and Leadership Survey, will be an opportunity to obtain information concerning how leaders generally approach change: Is it executed through Change Management or Change Leadership? Are leaders becoming inclusive and diverse in mindset through change leadership? What changes are needed to make change leadership more diverse and inclusive? The research aims to gauge leaders' current understanding of what change leadership entails and develop recommendations to help with change leadership.

### **Research Objectives**

The primary objective is to unlock the mystery to the McKinsey Study that 70% of Change Management initiatives fail. Why do they fail? Is the stat true or flawed? Some secondary objectives are:

- 1- To determine how leaders approach change management, change leadership, and their responsibility to include diverse and inclusive mindsets throughout the process.
- 2- To better understand why change leadership is a challenge for leaders to own without delegation and
- 3- To gain insights from quantitative and qualitative research methods to understand better the gaps that leaders need to resolve to be transformative and inclusive change leaders.

The subject of change leadership is exceptionally light in previous research, ensuring that change practitioners understand the critical aspects of both and can guide clients through the same understanding while solving their goals.

In addition to the above, I hope to gain some of the knowledge from the survey to understand better the gaps that leaders need to resolve to be transformative and inclusive change leaders. In addition, collecting data anonymously will allow respondents to give unfiltered feedback about what they understand about change management and change leadership and what solutions need to be developed for them to teach others how to execute it appropriately without bias. I am also going through a transformative process to become a better leader. Part of that process is determining what I want to be known for as a future executive at Accenture. I want to be a thought leader who can see the business and financial aspects and the people and culture sides concurrently.

### **Rationale for Study**

The rationale ties back to McKinsey's statistic that touts 70% of change management initiatives fail. Leaders and managers play an important role in how change is achieved in their organizations; in fact, Management has become a critical skill in executive leadership. However, most leaders have an additional problem getting engaged in initiatives focused on change management and change leadership. It is not regarded as essential. Leaders also have difficulty motivating and engaging employees in change management due to their penchant to be outcome-driven rather than consultative in approach. While leaders are focused on reducing expenses through transformation and standardization, there are even more sunk costs attributed to unmotivated employees. "Gallup estimates the cost of poor management and lost productivity

from employees in the U.S. who are not engaged or actively disengaged to be between \$960 billion and \$1.2 trillion per year" (Harter, 2017 para. 2).

Another rationale for the survey hypothesizes that most employees engaged in change initiatives do not know the difference between change management and change leadership. Some people feel that change management and change leadership are the same. Kotter (2011) summarizes the differences between change management and change leadership in the below:

"The world basically uses change management, which is a set of processes and a set of tools and a set of mechanisms that are designed to make sure that when you do try to make some changes, A, it doesn't get out of control, and B, the number of problems associated with it—you know, rebellion among the ranks, bleeding of cash that you can't afford—doesn't happen. So, the world basically uses change management, which is a set of processes and a set of tools and a set of mechanisms that are designed to make sure that when you do try to make some changes, A, it doesn't get out of control, and B, the number of problems associated with it—you know, rebellion among the ranks, bleeding of cash that you can't afford—doesn't happen"(para. 1).

In addition, the impact of inclusion and diversity on change initiatives and business transformations needs to be documented and supported by new research. Most of the standard change models you learn about through college need to be expanded to accommodate today's workforce needs. "Diverse employees can bring together their different talents, experiences and various skillsets to come up with creative and inventive solutions, whereas another group made up of people with similar backgrounds and skill sets may decide to solve a dilemma in the same way they always have" (Schindler, 2019 para. 4).

## **Research Subjects**

The subjects will be volunteer executive leaders from various organizations tasked with managing large transformation projects and staff who work with them to support the initiatives. While most will be samples drawn from Accenture (my employer), there is an opportunity to expand to other organizations such as Netflix and the NB MBA Association. The goal will be to have 200 subjects respond to the survey anonymously, with the opportunity to adjust and get statistically valid data from a smaller number, if appropriate.

## **Research Approaches and Procedures**

The research method will be a mixed method of quantitative and qualitative methods. Mixed Methods Research Design is a type of research design wherein the research uses qualitative and quantitative design research methods to collect and analyze data and report research findings. Mixed methods research is not simply about mixing half of each design to aid with specific study parts. It is contrary to its usual belief that it uses quantitative and qualitative methods simultaneously to answer the research question and is far more complex than simply mixing a quantitative design with a qualitative design.

As previously mentioned, the core research purpose is to learn more about the challenge's businesses face when making decisions that involve change management to develop recommendations to help make change a higher priority in business transformation and to learn more about what tools leaders need to become active change agents effectively and how they can drive a change mindset in their organizations.

The research methods chosen will be a combination of quantitative and qualitative approaches. "Mixed methods research, where quantitative and qualitative methods are combined, is increasingly recognized as valuable because it can potentially capitalize on the respective



strengths of quantitative and qualitative approaches" (Östlund, Kidd, Wengström, & Rowa-Dewar, 2011 p.369). Mixed method research is complex as the characteristic elements within any quantitative study, or qualitative study can be easily located in either design for any research study. In all, add elements from both approaches in a research study appropriately. So, in circumstances where neither a qualitative nor quantitative method alone could answer any type of question, then a more flexible and comprehensive method like Mixed Method is required. "The overall goal of mixed methods research, of combining qualitative and quantitative research components, is to expand and strengthen a study's conclusions and, therefore, contribute to the published literature. In all studies, the use of mixed methods should contribute to answering one's research questions" (Schoonenboom & Johnson, 2017 p. 110).

### **Quantitative Measures**

Since there isn't much research specifically about change leadership, it is important to develop a survey that includes all aspects of change and get a clear sense of how leaders view change initiatives. It is also important to determine how leaders discern between change management and change leadership. "Change leadership is much more associated with putting an engine on the whole change process and making it go faster, smarter, and more efficiently. It's more associated, therefore, with large-scale changes. Change management tends to be more associated—at least when it works well—with smaller changes." (Kotter, 2011 para. 2).

The survey will consist of 27 questions and multiple-choice statements focused on change leadership, change management, inclusion, diversity, business transformations, and demographics. Some of the questions and statements presented in the survey are as follows:

1. I know the difference between change management and change leadership.
2. Change Management/Leadership is vital in business transformations.

3. Change Management and Change Leadership are the same things.
4. Having diverse leadership skills is essential in business transformations.
5. My organization has diverse:
  - a. Transformation Project Sponsors
  - b. Project Champions
  - c. Change Managers
  - d. Senior Leadership

### **Qualitative Measures**

In addition to the quantitative questions, the survey will have five open-ended statements and questions similar to the following:

1. Change Management is \_\_\_\_\_
2. Change Leadership is \_\_\_\_\_
3. What are your challenges with executing change management or change leadership in business transformations?
4. What would be your recommendation(s) to better integrate Inclusion & Diversity in change management and change leadership models and plans?

### **Demographics**

Additional questions will be asked about demographics, including age, gender, sex, sexual orientation, current employment status, level of education, current roles in project management, experience with change management, and training in change management practices.

The survey intends to understand the following things: where the current mindset is regarding change leadership and change management, how significantly inclusion and diversity

are valued within organizations, how much leadership is engaged with change activities within business transformations, what we need to do to make change initiatives easier to execute, and what are the demographics of people currently doing change management and leadership work. Overall, all questions were reviewed by the dissertation committee for feedback and calibration.

The survey was published via Qualtrics and sent to potential participants via LinkedIn and Accenture sponsored sources. Accenture needs to get metrics for their employee competencies, so the survey will ask if the respondent is a current Accenture employee. Additional metrics will be gathered to assess current employee's engagement with Change Leadership and Management initiatives – along with getting a fundamental understanding of the importance of Inclusion and Diversity considerations for business transformations.

### **Conclusion**

The goal of the Data Collection chapter was to document the research methods used and identify the research questions. A listing of the processes, study participants, data collection procedures, and interview questions highlighted the groundwork for how the studies were conducted overall (we need to delete this sentence). Chapter Four aims to provide the study results and confidently demonstrate that the methodologies described in Chapter Three were executed.

## **CHAPTER 4: RESEARCH RESULTS**

### **Introduction**

Change, especially change leadership, is essential to execute lasting business transformations. In today's climate, it is crucial to have effective change leadership and inclusive and diverse leadership. While previous change management concepts and theories have been relied upon for decades, they are no longer the standards that businesses can anchor transformational impact. Chapter Four contains the mixed methodology of quantitative (survey) and qualitative (open-ended statements and questions) for my change management and change leadership survey. The purpose of this research study was to uncover additional drivers that lead to change management failures by investigating the following factors:

1. Do change professionals understand the difference between change management and change leadership?
2. Do change professionals recognize the importance of inclusion and diversity in change leadership and business transformations?
3. How do employees view the vision of their leadership regarding change leadership?
4. What are the demographics of groups executing change activities?
5. What changes do professionals need to make to execute initiatives better?

Chapter 4 begins with an overview of the quantitative data analysis from the Change Management and Change Leadership survey. The summary of the quantitative analysis will include the process taken to review the data, a description of the questions and statements used, the demographics of the subjects who participated, and their education/tenure with change management and organizational leadership.

The results of the survey were analyzed on the following questions listed below:

1. What is change management?
2. What is change leadership?
3. Change Management and Change Leadership are the same things.

At the end of Chapter 4, we will summarize the data findings related to the research questions.

### **Response to Survey Research**

The survey was posted on LinkedIn on March 28<sup>th</sup>, 2021, to a targeted LinkedIn audience of 355 connections. Additionally, Elena Pienkowski sent an email to the NE Talent and Organization distribution list, with a total of 295 unique email addresses. On Friday, April 16<sup>th</sup>, 2021, I have 71 complete responses to all the survey questions to serve as my sample size. While I am short of my 200-response goal, I am satisfied with the quality and variety of the data set.

### **Data Analysis Procedures**

The research used data collected from a survey that was conducted over three weeks. The instrument used to perform the study was Qualtrics through the IRB-approved Jefferson University portal. Each participant was given a link to access the survey with the assertion of confidentiality.

The survey consisted of 32 questions and statements. The first part focused on the participant's current perceptions of change management and change leadership. The second section focused on I&D and the perceived investments of their organization with having inclusive thought leadership for business transformations. The third and final section focused on gaining survey demographics to identify key opportunities for future analysis and insights. The responses to the survey were reviewed using descriptive statistics such as means and standard

deviations. The mean served as guidance for any central tendencies for focus areas, while the standard deviations served as a guide to assess potential variations.

### **Survey Sample Results**

It is important to determine the Margin of Error (MOE) because of the smaller data set. The margin of error shows the range of values below and above the sample statistic in a confidence interval. The confidence interval is a way to show what uncertainty is with a specific statistic (i.e., from a poll or survey). Part of the calculation is determining confidence in the ability to repeat the results on a scale of 0% (not confident at all) to 100% (confident without any doubt). Using the Accenture distribution and my total amount of connections on LinkedIn as a barometer to the Margin of Error, and assuming 95% confidence in the data collected, a total population of 630, and a defined sample size of 72, I have come up with the following calculation of error:

**The Margin of Error (MOE) is calculated according to the formula:**

Where:  $z = 1.96$  for a confidence level ( $\alpha$ ) of 95%,  $p$  = proportion (expressed as a decimal),  $N$  = population size,  $n$  = sample size.

$$z = 1.96, p = 0.09, N = 650, n = 72$$

$$MOE = 1.96 * \sqrt{0.09 * (1 - 0.09) / \sqrt{(650 - 1) * 72 / (650 - 72)}}$$

$$MOE = 0.561 / 8.991 * 100 = 6.238\%$$

**The margin of error (with finite population correction) is ±6.238%**

In typical survey methods, the acceptable level of error is between 4% and 8%. Some additional assumptions I am making in my MOE are as follows:

1. I am using the total number of respondents available to receive my survey (295 respondents from Accenture and 355 connections that I posted via LinkedIn)



The main words produced from the word cloud were process, change, people, organization, transformation, and behavior, which served as common themes for the answers. Qualtrics additional had a sentiment score, which analyzed the following: positive, neutral, negative, and mixed. Fourteen responses were labeled as positive, thirteen were classified as negative, and forty-one were classified as neutral. The common theme around positive feedback responses was centered around approach and guidance. Some of the positive responses were as follows:

- 1) “Managing the journey of moving from a current state to future state across culture, people, process and technology including changing mindsets, behaviors, patterns, etc.” (Respondent 52)
- 2) “The way by which you purposefully guide a person through a change by informing them of what is to come, help them understand the benefits, how to operate in the new and measure their understanding and nimbleness after the change has occurred.” (Respondent 39)

A common theme with negative feedback focused on the model being outdated and tactical.

Some of the responses were the following:

- 1) “An outdated and outmoded term and practice for mitigating risk and adopting technology in an organization. It often manifests itself as basic communications, engagement and training activities at a relatively tactical level, ignoring the criticality of mindsets, behaviors and leadership competencies.” (Respondent 64)
- 2) “Activities to lessen the 'valley of despair' on the productivity drop following a change.” (Respondent 65)





by the change.” (Respondent 25)

- 2) “Sponsorship and advocacy for a clear vision and ability to drive accountability throughout the organization.” (Respondent 24)
- 3) “Leaders who have outwardly supported change management, have an open mind to change and progressive ideas, and who actively support and participate in I&D initiatives and advocate for an equal and even playing field in the workplace” (Respondent 55)

The neutral responses also focused on leadership but more tactical in approach. Some of the responses were as follows:

- 1) “Leading from the front to make employees more comfortable with a change.”  
(Respondent 19)
- 2) “Leadership within the context of uncertainty” (Respondent 17)
- 3) “Leading a group of individuals through a change, once again, focusing on accelerating acceptance by advocating and inspiring vision, allocating the appropriate time and resources and ultimately building trust in leadership.” (Respondent 56)

The negative responses focused on influence and an autocratic approach. Some examples are as follows:

- 1) “Proactively influencing how an organization approaches and thinks about change before it happens; it is about creating a culture of change agility within an organization and establishing the supporting change practices that enable an organization to navigate change when it is happening effectively.” (Respondent 22)
- 2) “Focusing on changes made to upper management that can, in turn, help out the rest of

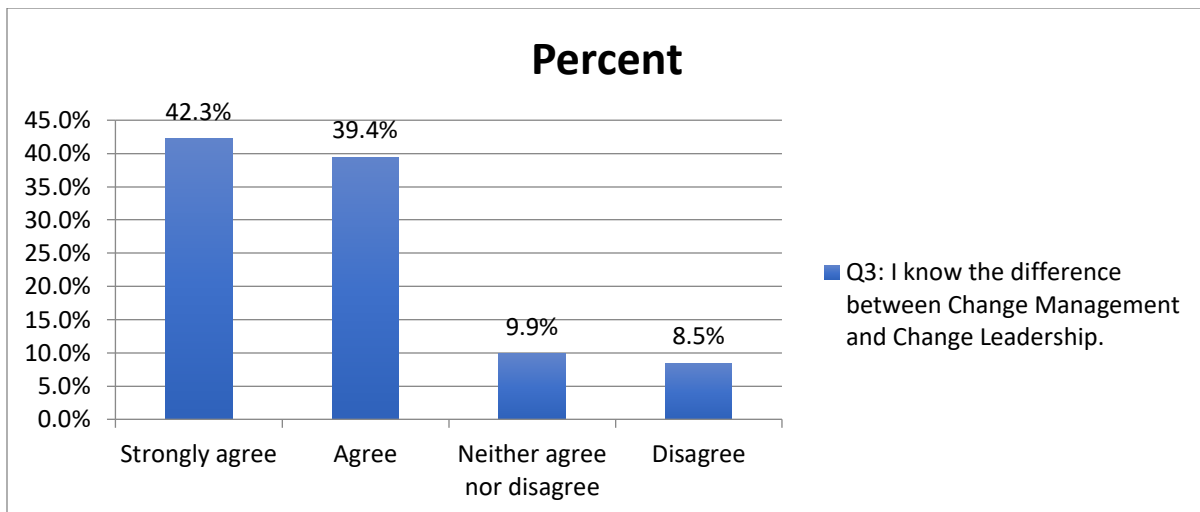
the company. Leadership development ...” (Respondent 52)

While these responses sound positive from a cursory point of view, they signify a top-down approach and are not focused on being inclusive in decision-making.

### Question 3

Question 3 asked participants whether or not they knew the difference between Change Management and Change Leadership on a scale from strongly agree to disagree strongly. 42% responded strongly agree, 39% responded with agree, 10% responded with neither agree nor disagree, and 9% responded with disagreement.

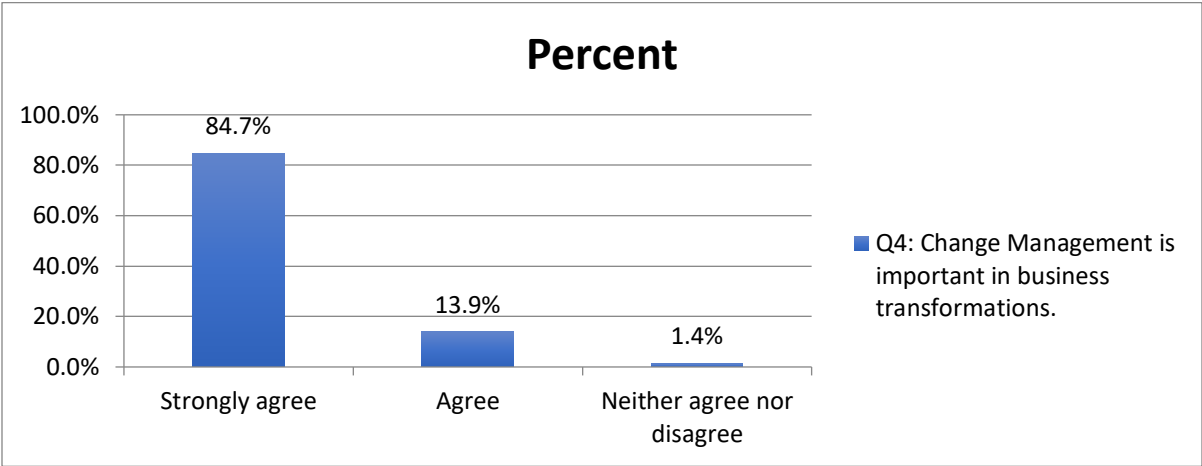
**Figure 12**



### Question 4

Research Question 4 asks if change management is important in business transformations. Again, 98% percent of respondents agreed or strongly agreed with the statement.

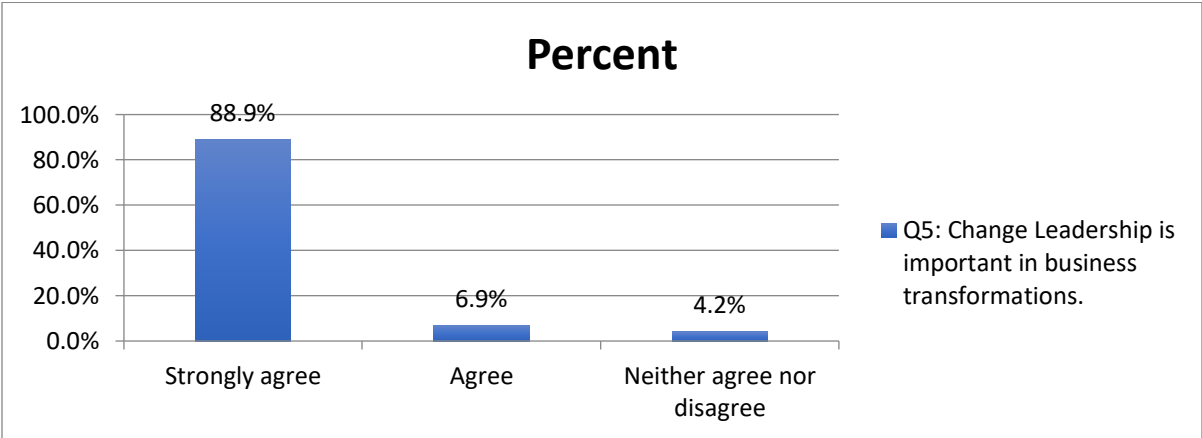
**Figure 13**



**Question 5**

Research Question 5 asks if change leadership is important in business transformations. Again, 96% percent of respondents strongly agreed with the statement, while 4% neither agreed nor disagreed.

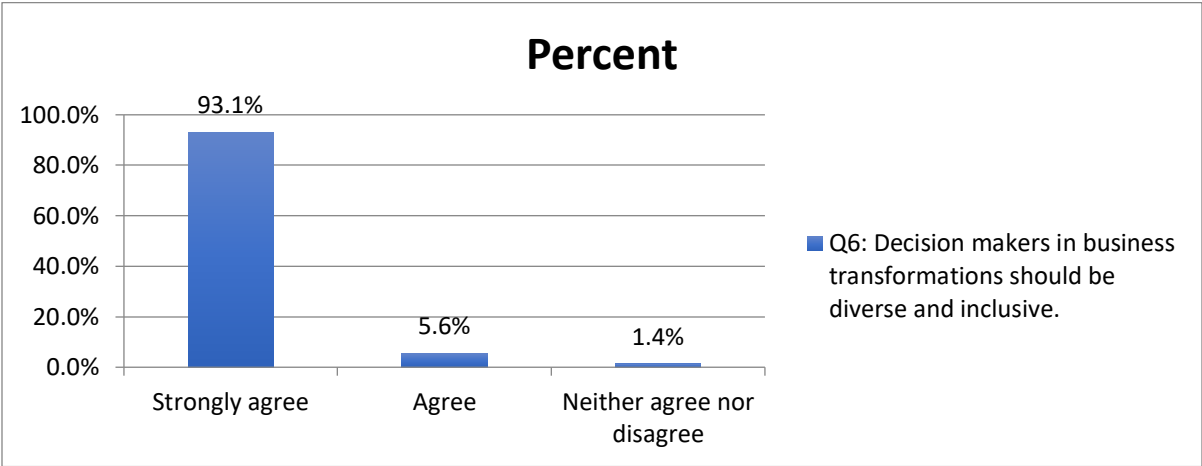
**Figure 14**



**Question 6**

Research Question 6 asks if decision-makers in business transformations should be diverse and inclusive? Again, the overwhelming majority (98%) either strongly agreed or agreed with the statement, with 1.4% being neutral with neither agree nor disagree.

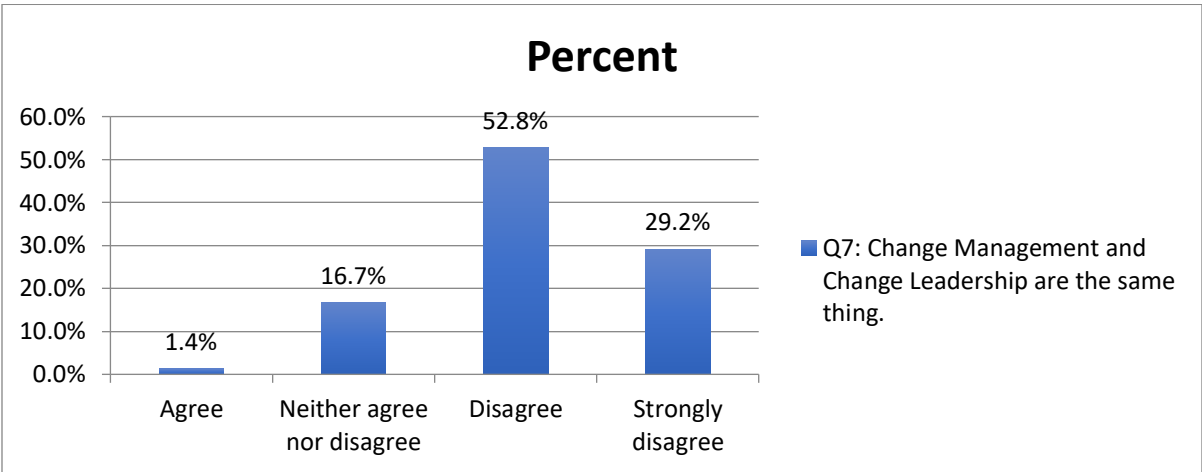
**Figure 15**



**Question 7**

Research Question 7 asks respondents if change management and change leadership are the same things. 82% of respondents either disagree or strongly disagree; 17% neither agree nor disagree, and 1.4% agree.

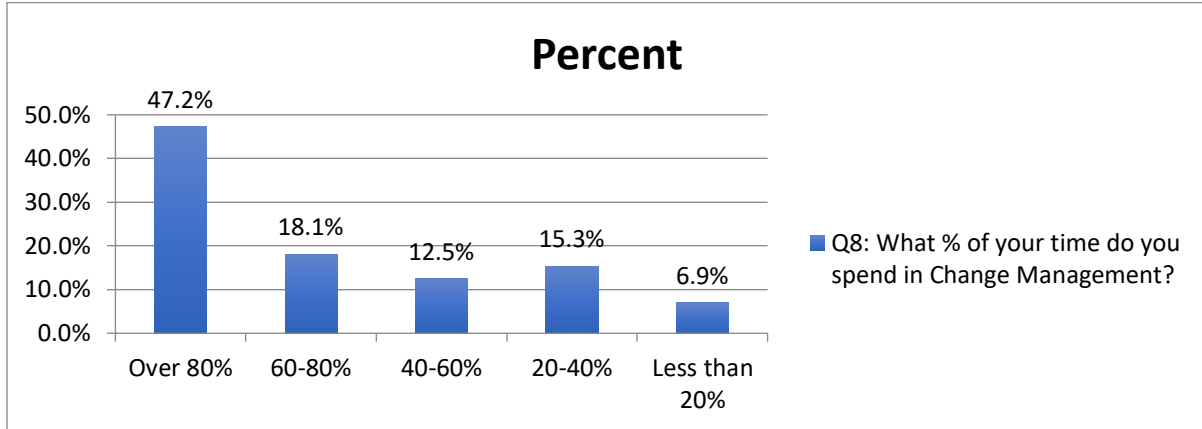
**Figure 16**



**Question 8**

Question 8 asked respondents how much time they spent in Change Management. 47% spent over 80%, 18% spent 60-80%, 13% chose 40-60%, 15% chose 20-40%, and 7% chose less than 20%.

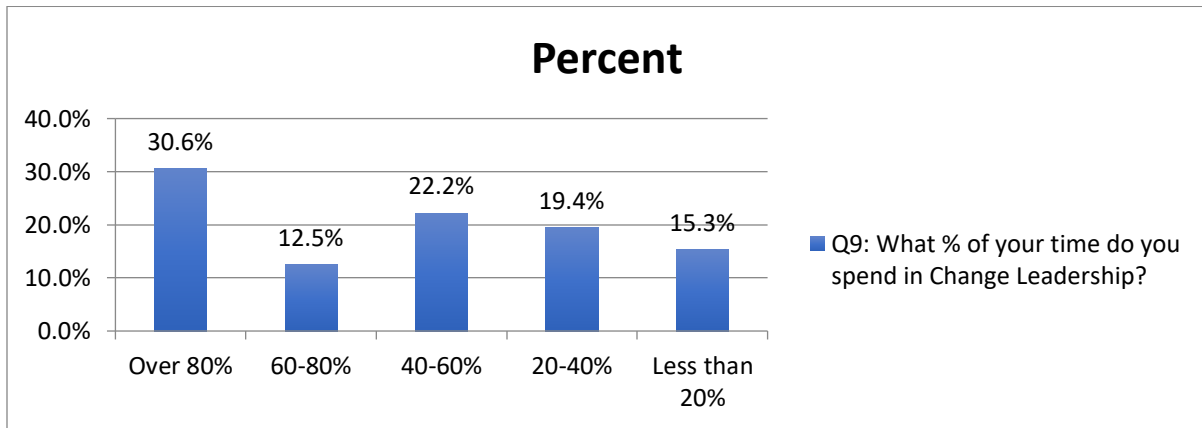
**Figure 17**



**Question 9**

Question 9 is like question 8 but asking respondents how much time they spend in Change Leadership. 31% percent chose over 80%, 13% chose 60-80%, 22% chose 40-60%, 19% chose 20-40%, and 15% selected less than 20%.

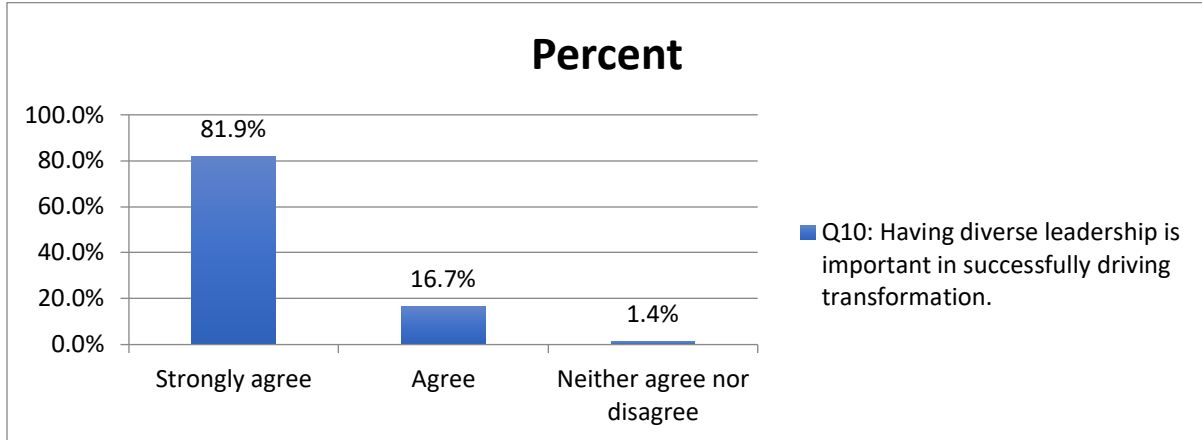
**Figure 18**



**Question 10**

This question asks respondents if having diverse leadership is vital in successfully driving transformation. Again, 99% either strongly agreed or agreed, while 1% neither agreed nor disagreed.

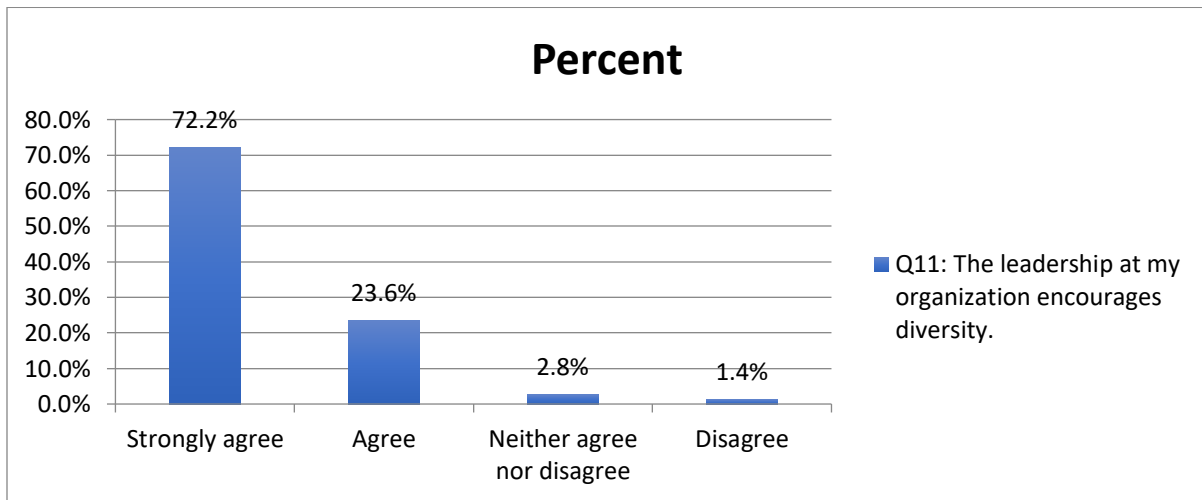
**Figure 19**



**Question 11**

Question 11 asks respondents to give feedback on the statement, “The leadership at my organization encourages diversity.” Again, 72% strongly agreed, 24% agreed, 3% were neutral, and 1% disagreed.

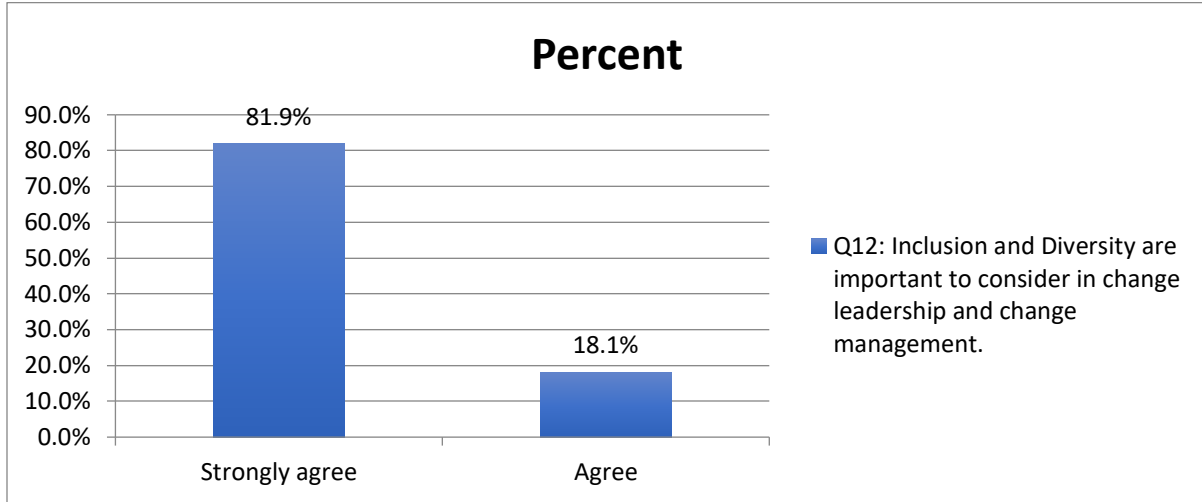
**Figure 20**



**Question 12**

Question 12 asked respondents if inclusion and diversity are important to consider in change leadership and change management. 100% of respondents agreed or strongly agreed.

**Figure 21**



**Question 13**

Research Question 13 is a follow-up to Question 12, asking respondents, “Why do you feel I&D is important to consider?” Out of the 68 collected responses, 39 were classified by Qualtrics as neutral, 14 were classified as positive, 13 were classified as negative, and two were classified as mixed. The central theme collected from the word cloud was support (87% change, diversity, inclusion, leadership, group, organization, strategy, people, management, solution).

**Figure 22**

Q13 - Followup to previous question - why do you feel this way?





The positive responses focused on gaining various perspectives and thought leadership.

Some of the supporting responses were as follows:

“Diversity of thought will ensure a more inclusive change approach and will have a higher likelihood of sticking.” (Respondent 15)

“I&D ensures innovative and creative approaches to true leadership ahead of change and through change; it enables organizations to be proactive in creating a culture of change agility and enabling organizations to successfully navigate change in an ongoing way.” (Respondent 22)

The negative classified responses focused on shifting mindsets and pushing to have differentiating points of view. Some of the responses are as follows:

“It's impossible to create a strategy that is inclusive of all employees and types of employees if your leadership is not diverse. It would lead to gaps in assumptions and strategy” (Respondent 35)

“To truly effect change, we need to understand all possible perspectives on the change. I&D efforts help make sure teams have enough diversity of thought to do so.”

“People need to see themselves in their leaders.” (Respondent 53)

The neutral responses focused on the need to act but gave general answers as a solution.

“Need differing viewpoints to come up with an optimal outcome.” (Respondent 38)

“Different people experience and respond to change in different ways.” (Respondent 57)

“Innovation is the result of diversity of thought. I think the same idea applies to change”. (Respondent 62)

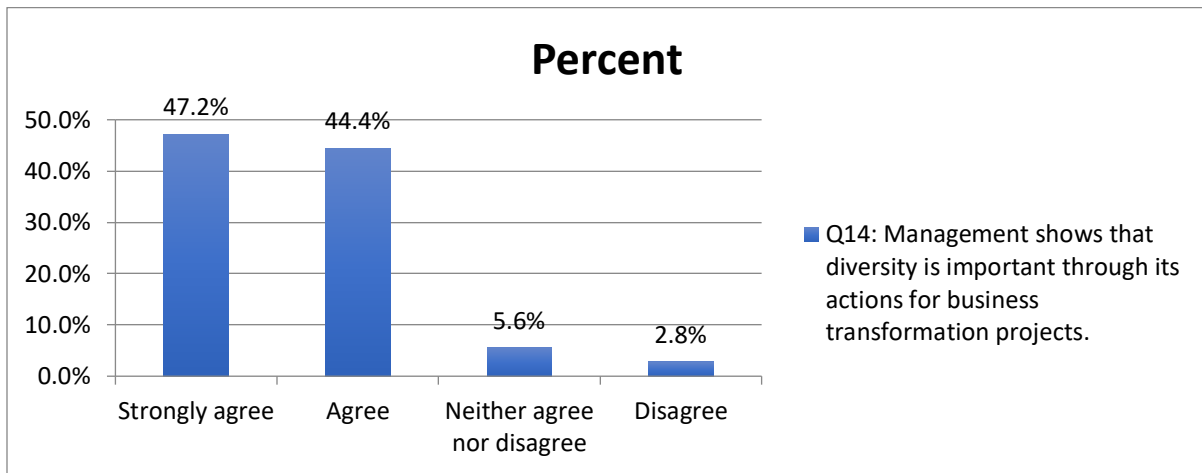
Overall, the question re-emphasized that integrating Inclusion and Diversity into organizations is a complex problem and requires a collective approach with diverse mindsets to develop an

inclusive solution.

### Question 14

Question 14 asked if management showed that diversity is important through its actions for business transformation projects. While 91% agreed or strongly agreed, 9% disagreed. The majority of neutral or disagreeing feedback came from respondents of color.

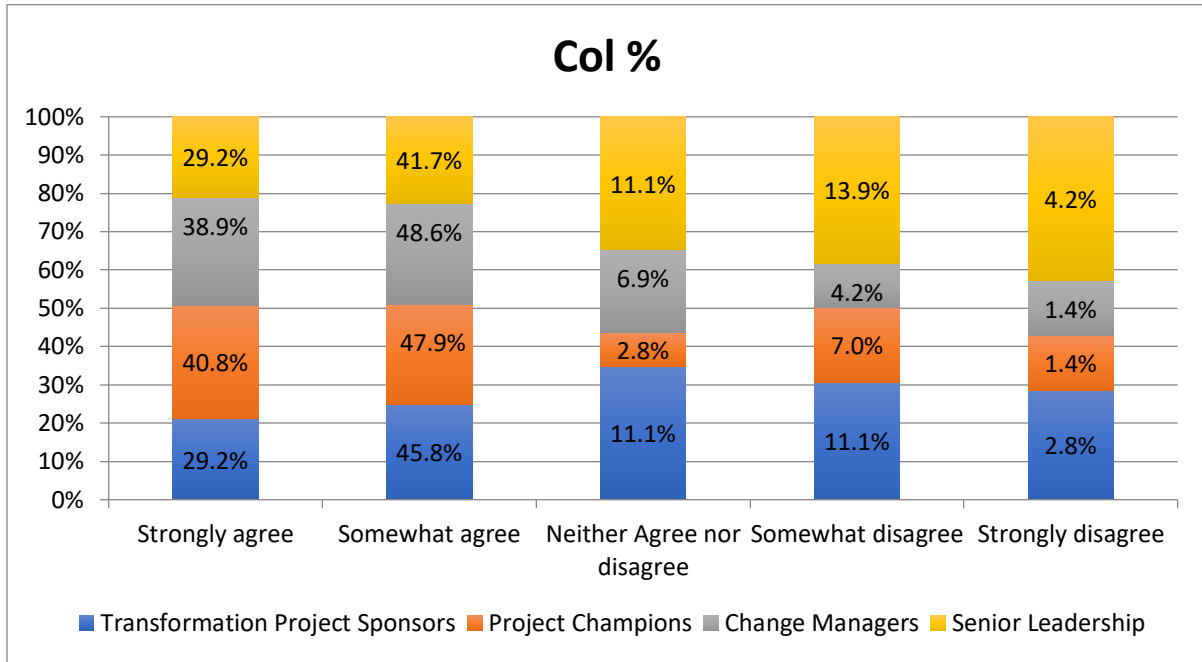
**Figure 23**



### Question 15

Question 15 asked respondents if they had diversity in the following roles: Transformation Project Sponsors, Project Champions, Change Managers, and Senior Leadership. The most prominent and favorable role was Project Champions, with 89% agreeing with diversity in the role. Concerning Change Managers, 88% of respondents thought the roles were diverse in their organizations, while 12% were neutral or disagreed. Transformation Project sponsors received 75% agreement from respondents and 25% neutral or disagreement. The most significant non-favorable roles were Senior Leadership, 70% agreement, and 30% neutral or disagreement.

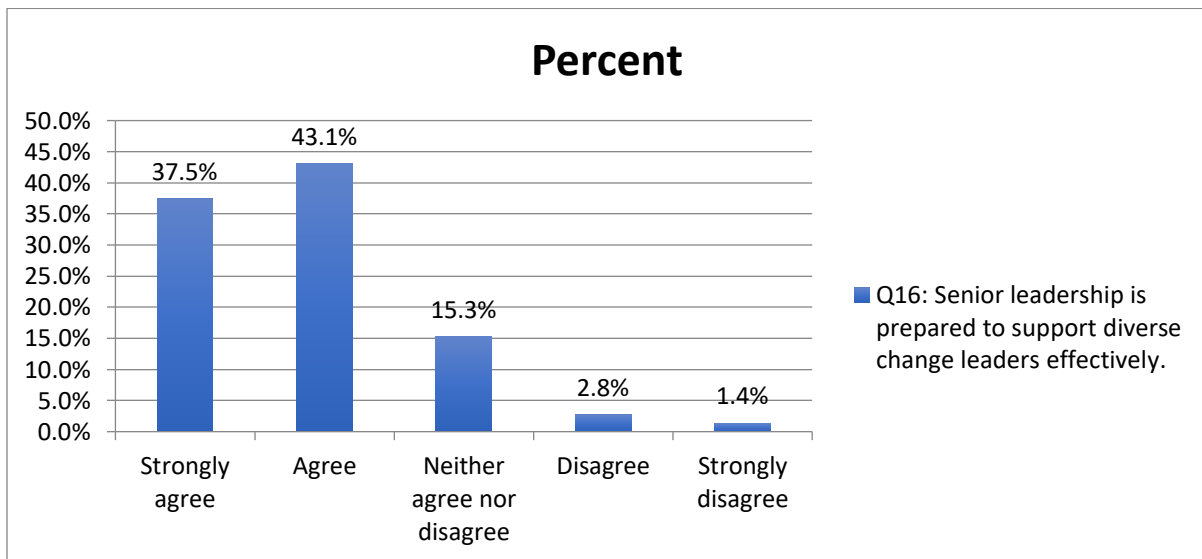
**Figure 24**



**Question 16**

Question 16 asked respondents if senior leadership is prepared to support diverse change leaders effectively. While 80% of respondents agreed or strongly agreed, 20% chose neutral, disagree, or strongly disagree.

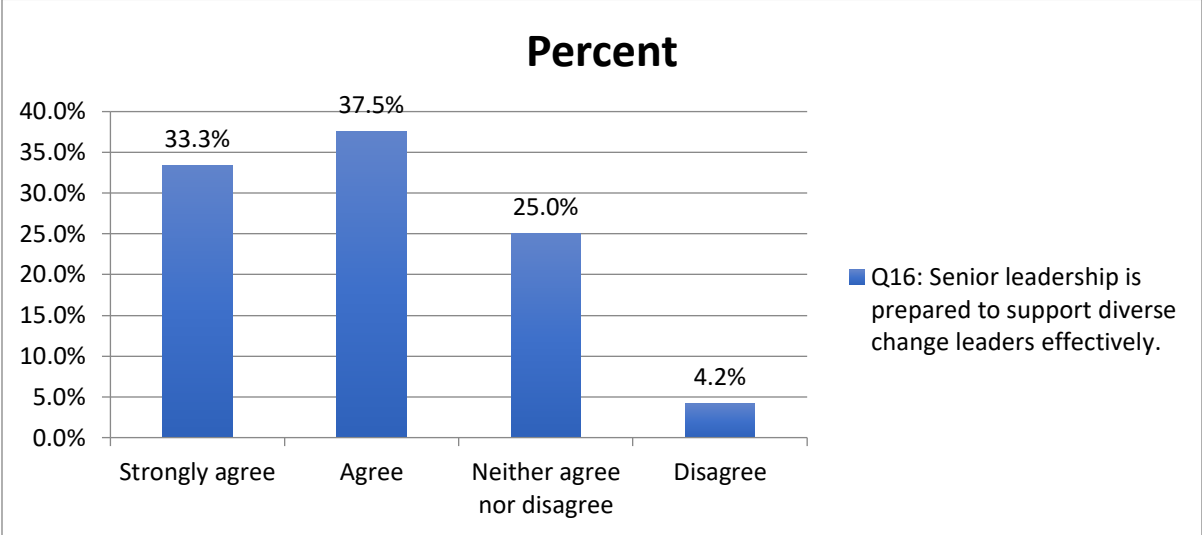
**Figure 25**



When taking a closer look at the demographics that support the neutral or disagreement, most responses come from groups of color, with 29% either neutral or disagree.

**Figure 26**

*Question 16 – Stratified by Groups of Color*

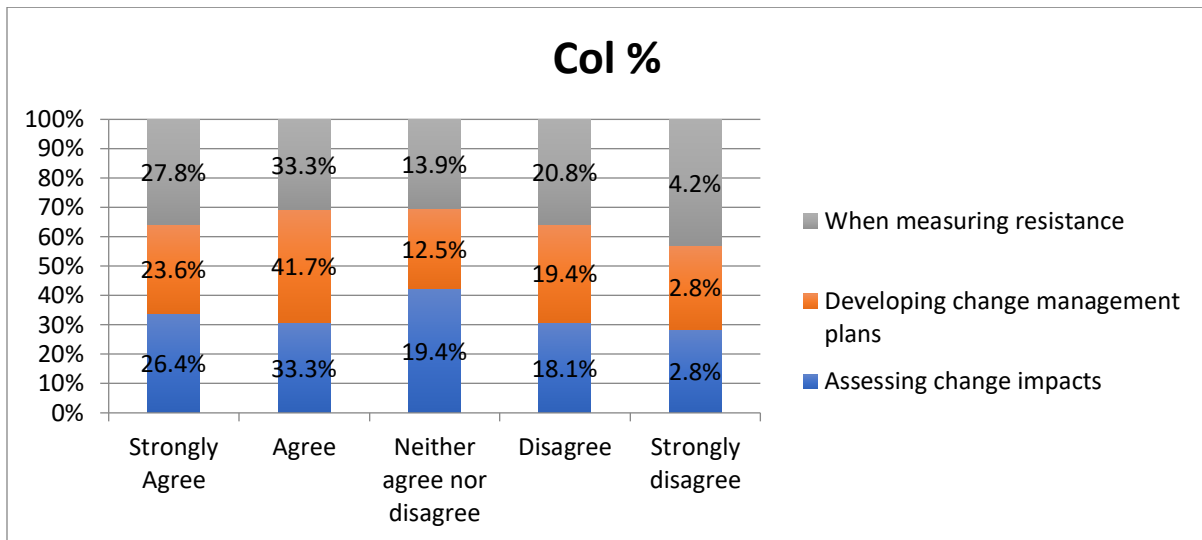


**Question 17**

Question 17 asked respondents if their organization considers backgrounds and cultural experiences when 1) assessing change impacts, 2) developing change management plans, or 3) measuring resistance. When reviewing the entire sample, there is approximately a 60/40 split between agree/strongly agree and neutral, disagree/strongly disagree. When examining the data further with people of color, the numbers shift slightly but generally in the same 60/40 split as the total demographics.

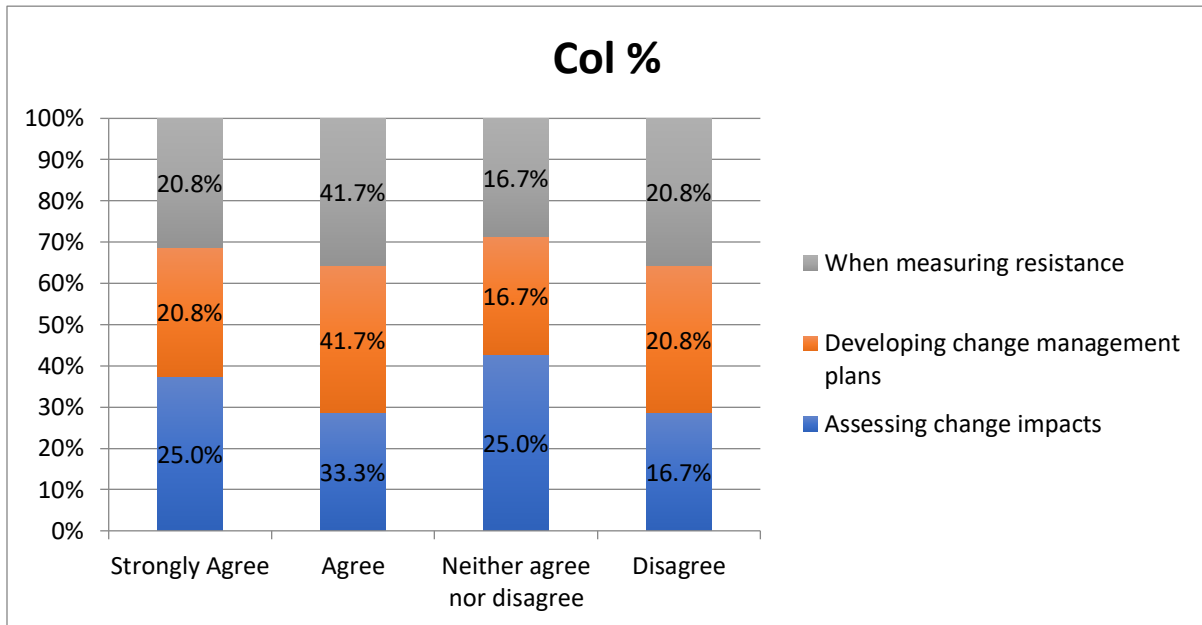
**Figure 27**

*Total Sample*



**Figure 28**

*Filtered by Asians, African Americans, Two or More Races, and others.*

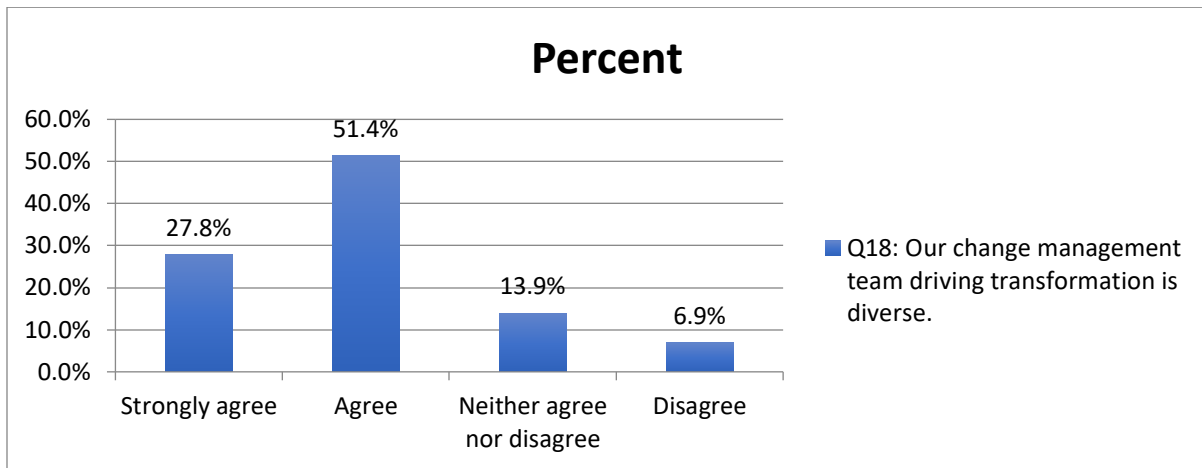


**Question 18**

Research question 18 asks the participants if their change management team is driving transformation is diverse. 79% of the respondents either agreed or strongly agreed, while 21%

were neutral or disagreed.

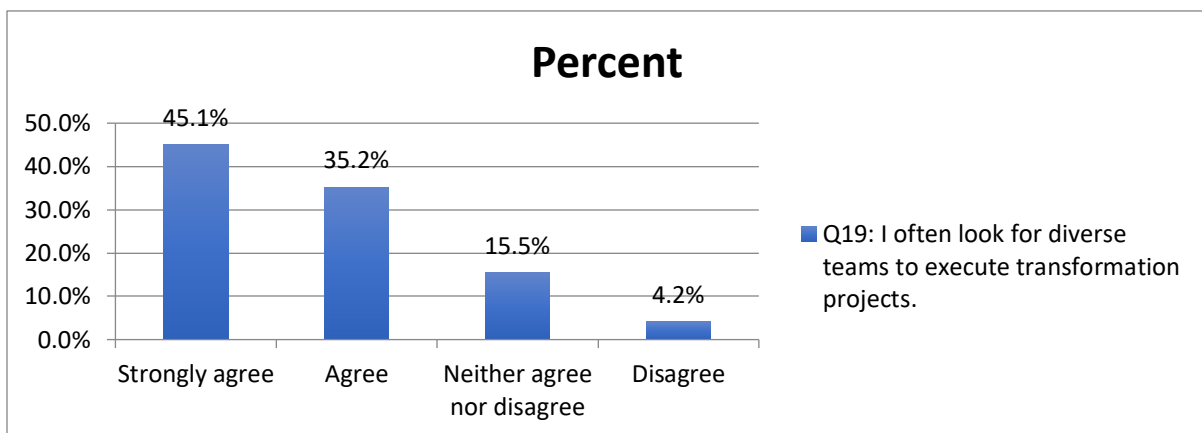
**Figure 29**



**Question 19**

Question 19 asks if respondents often look for diverse teams to execute transformation projects. While 80% of respondents said they strongly agree or agree, 20 percent were neutral or disagreed.

**Figure 30**



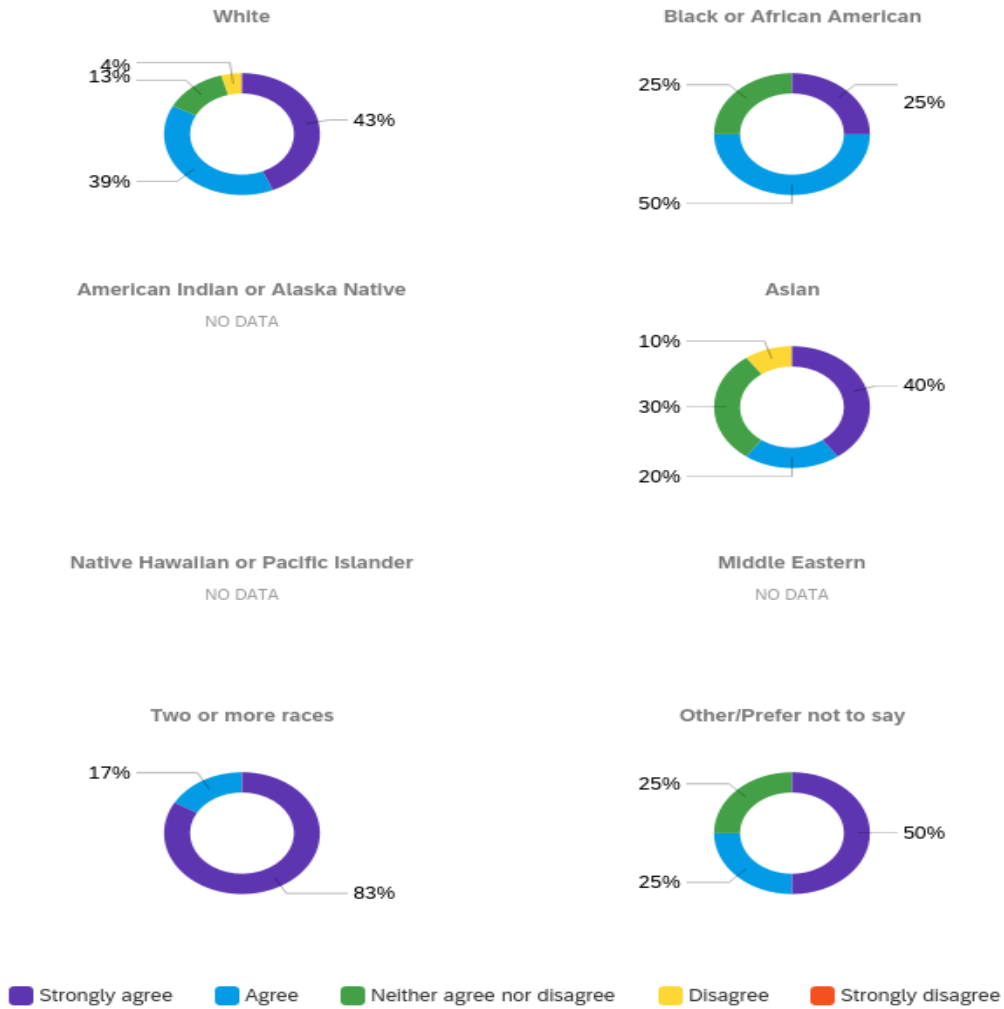
Because of the amount of neutrality and disagreement, Figure 32 is further stratified by ethnicity.

The numbers shifted even more, with neutral and negative among respondents of color.

## Figure 31

### Question 19 data by Ethnicity

Q19 - I often look for diverse teams to execute transformation projects.



## Question 20

Research Question 20 asks respondents, “What are your challenges with executing change management or change leadership in business transformations?” There were 70 total responses to the question. The common themes were time (64% - change, times, things, others, organization, people, ways) and management (transformation, business, comms, training, technology, stakeholder, client, experience, alignment, align).





Some of the recommendations of significance are as follows:

- 1) “Integrate team members from outside the organization who have an unbiased opinion to interview the leadership and summarize the challenges that need addressing. Use agile squads to implement phased changes that can be pivoted if needed.” (Respondent 23)
- 2) “Ensure that leaders are willing to set aside budget and time to account for the human experience of change - and all that is a part of that ESPECIALLY I&D Experience.” (Respondent 13)
- 3) “Incorporate Include and Diversity information when you talk about stakeholder. Understand their demographics as this information may help inform how to best to plan and manage change in particular region/country/location.” (Respondent 21)

Even though most of the feedback was very positive and informative, three responses either stated they were not sure, or they feel the organization does a great job at integrating Inclusion and Diversity.

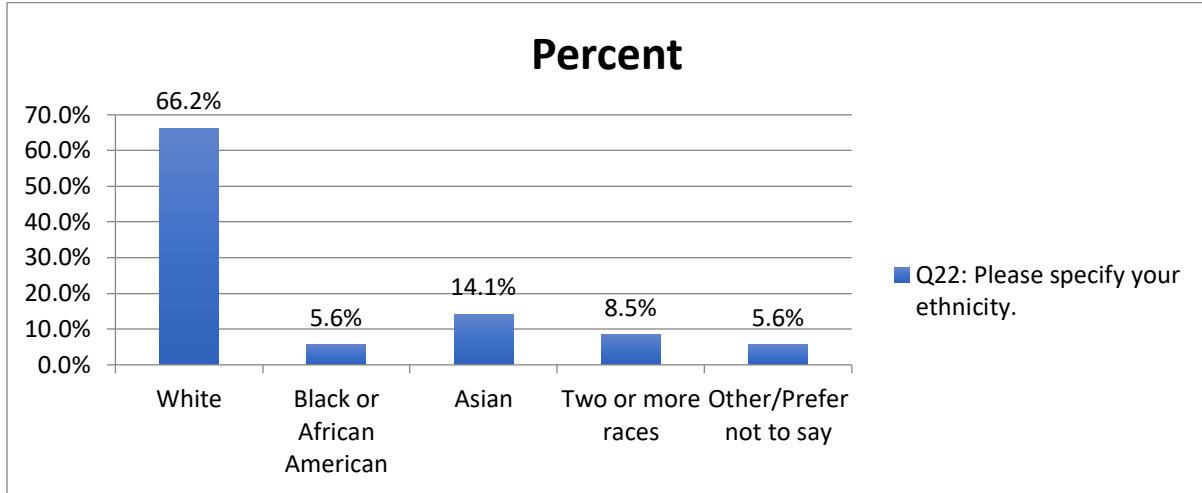
### **Demographic Data**

The Qualtrics driven survey contained questions with regard to demographic data about the participants. The questions included current employer, race, age, gender, sexual orientation, education, role in Project Management, years in Change Management, Training, and Employer, starting with Question 22.

#### **Question 22**

Question 22 asked the participants to classify their race. Forty-seven of the seventy-one responses were white, four were African American, ten were Asian American, six were two or more races, and four were other/prefer not to say.

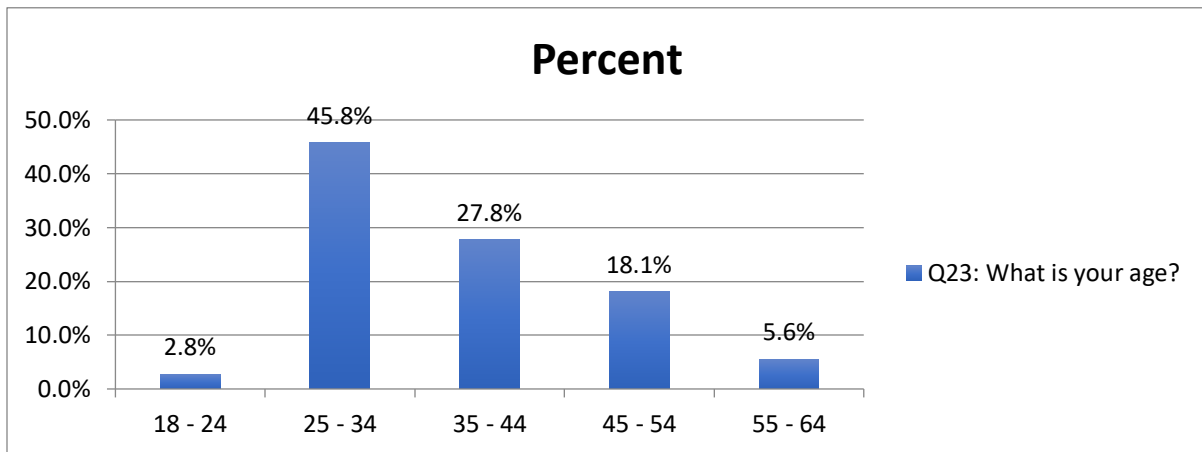
**Figure 34**



**Question 23**

The survey asked the respondents to identify their age range. Most respondents (46%) were ages 25-34, 28% of respondents were 35-44, 18% were 45-54, 6% were 55-64, and 3% were 18-24.

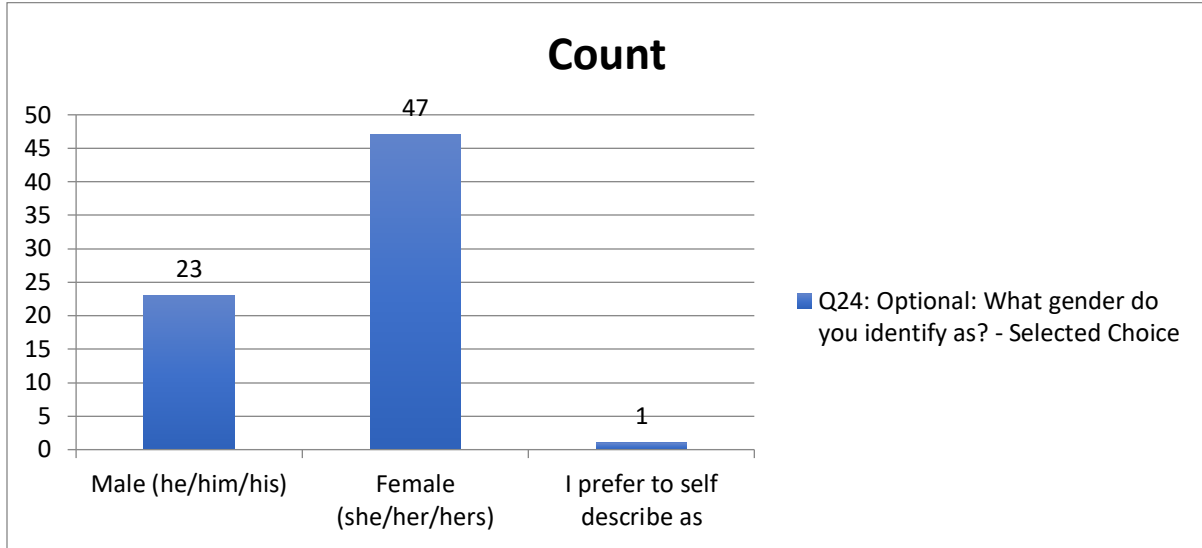
**Figure 35**



**Question 24**

The survey asked respondents an optional question about gender. Twenty-three classified themselves as male, forty-seven classified themselves as female, and one self-described as a collaborative systems thinker.

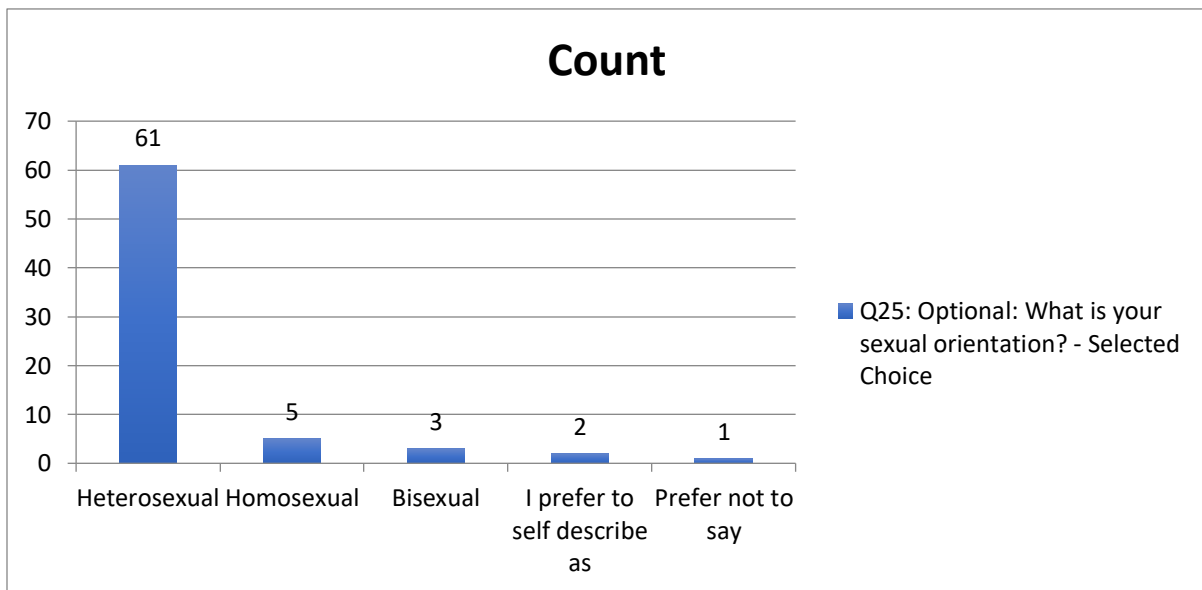
**Figure 36**



**Question 25**

The survey asked another optional question about Sexual Orientation. Sixty-one respondents selected heterosexual, five selected homosexual, three selected bisexual, two self-identified as human and pansexual, and one chose not to say. This question was included to analyze if there are any additional I&D variances of significance outside of race.

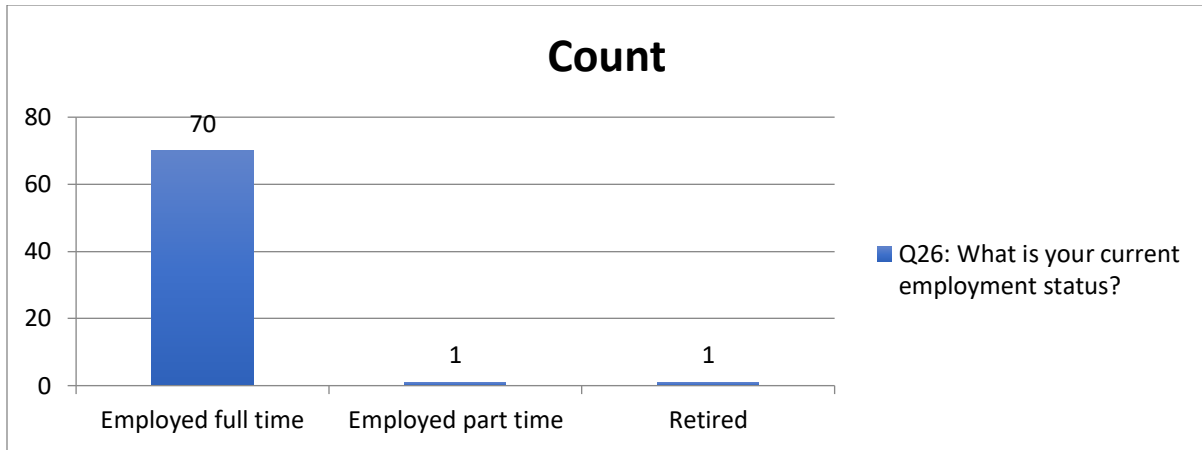
**Figure 37**



### Question 26

Question 26 asked respondents what their current employment status is. Seventy-one stated that they were employed full time, one said they were employed part-time, and one stated they were retired.

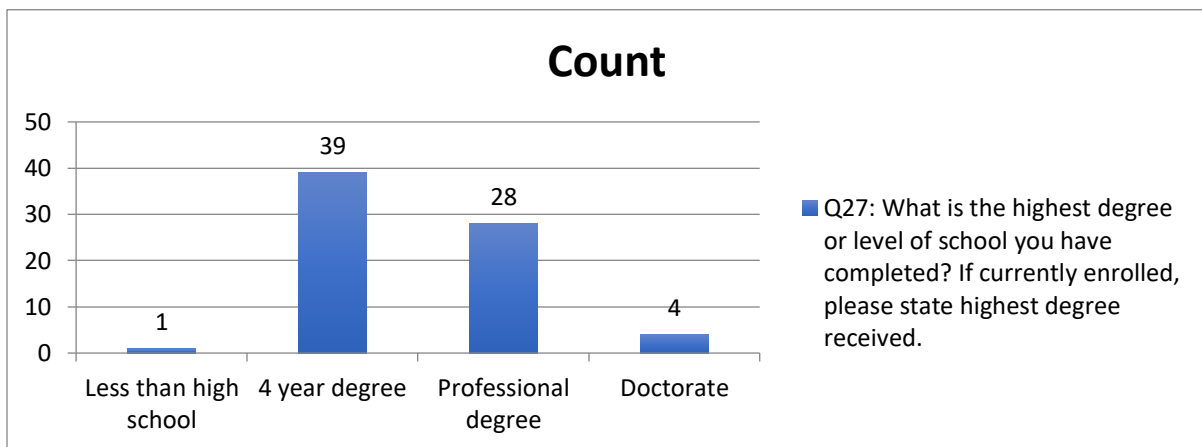
**Figure 38**



### Question 27

The next question of the survey focused on education, asking, "What is the highest degree or level of school you have completed?" One person selected less than high school, 39 selected 4-year degree, 28 chose master's/professional degree, and 4 chose a doctorate.

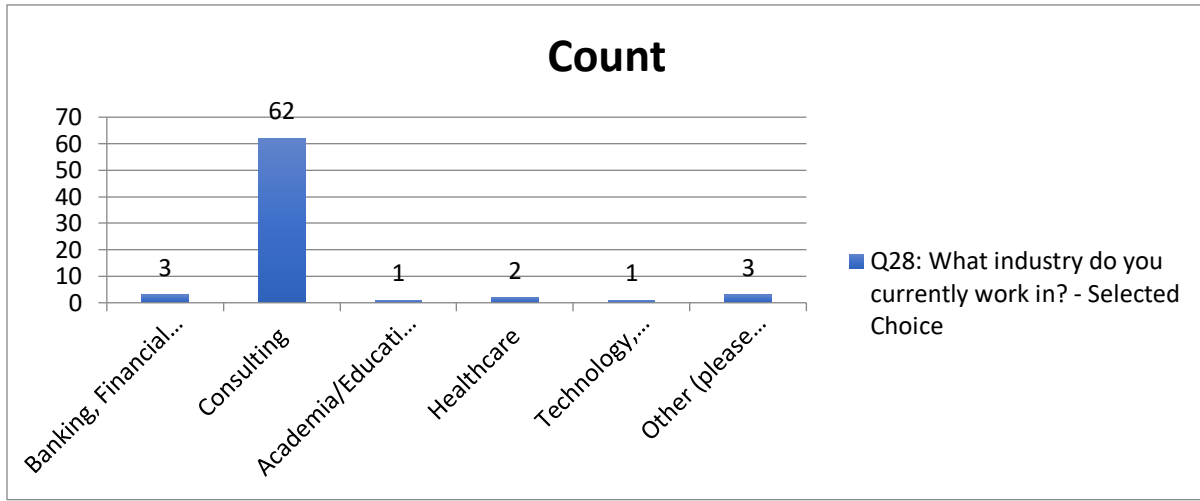
**Figure 39**



### Question 28

Question 28 asked what industry respondents currently worked in. Sixty-two of the respondents chose consulting, 3 chose banking and financial services, 3 chose other, 2 chose health care, and academia and technology had one apiece.

**Figure 40**

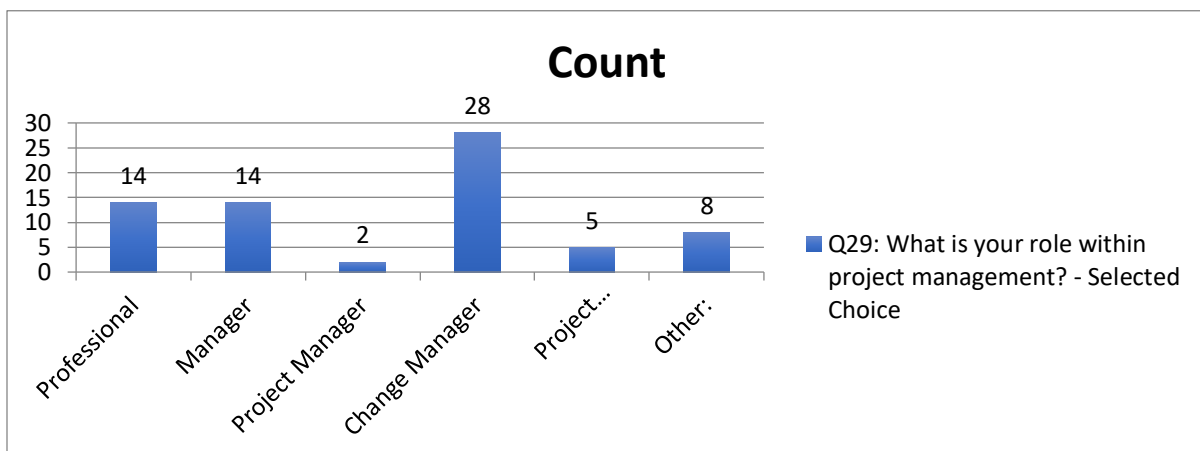


### Question 29

Respondents

were asked to identify their role in Project Management. Fourteen respondents chose professional, fourteen chose manager, three chose project manager, twenty-eight chose change manager, five chose project champion, and eight chose other.

**Figure 41**

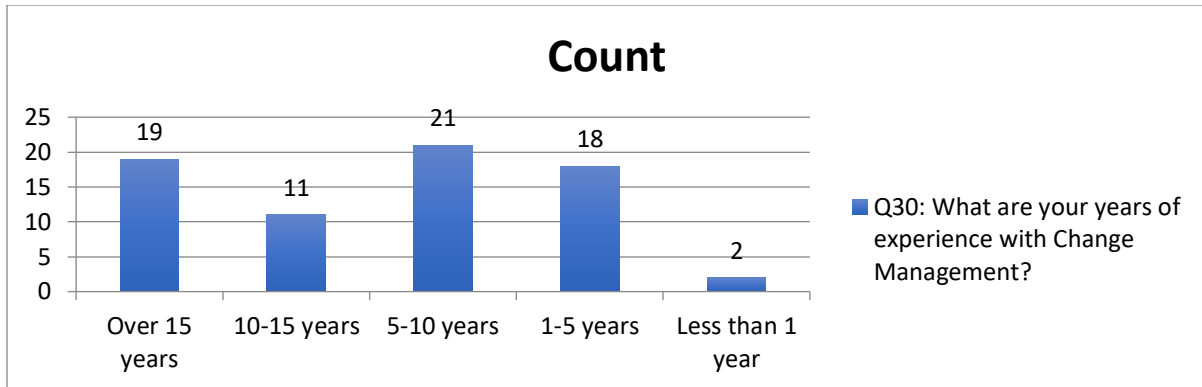


### Question 30

The next question asked survey participants about years of experience in Change Management.

Fifteen respondents have over 15 years' experience, eleven have 10-15 years, twenty-one have 5-10 years, eighteen have 1-5 years, and two have less than one year of experience.

Figure 42



### Question 31

Question 31 asked the respondents about the amount of change management training they received. Sixty-two indicated training in Change Management, forty-one indicated training in Change Leadership, ten indicated a Certificate in Change Management, and twelve indicated a Degree in Organizational Development.

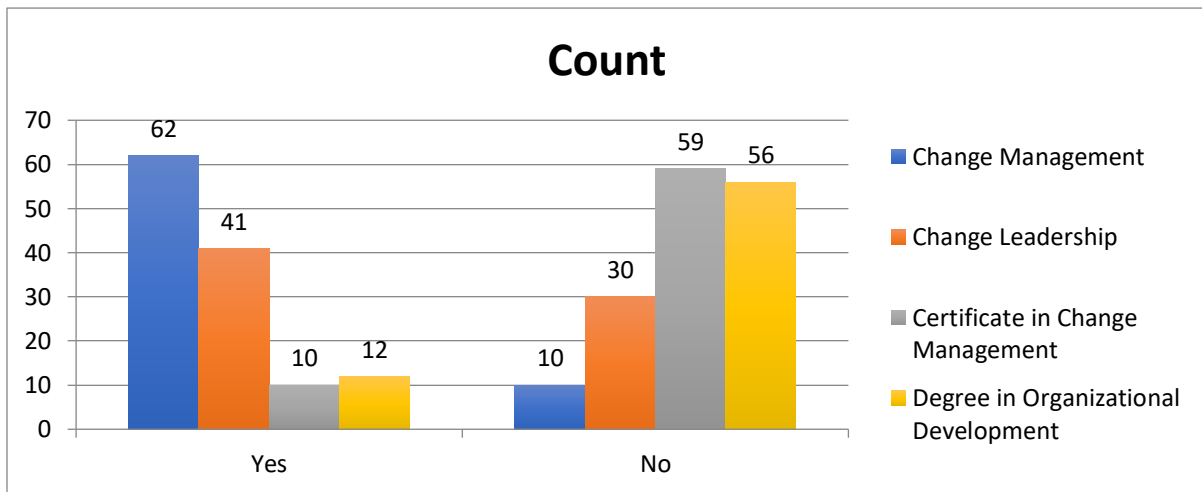
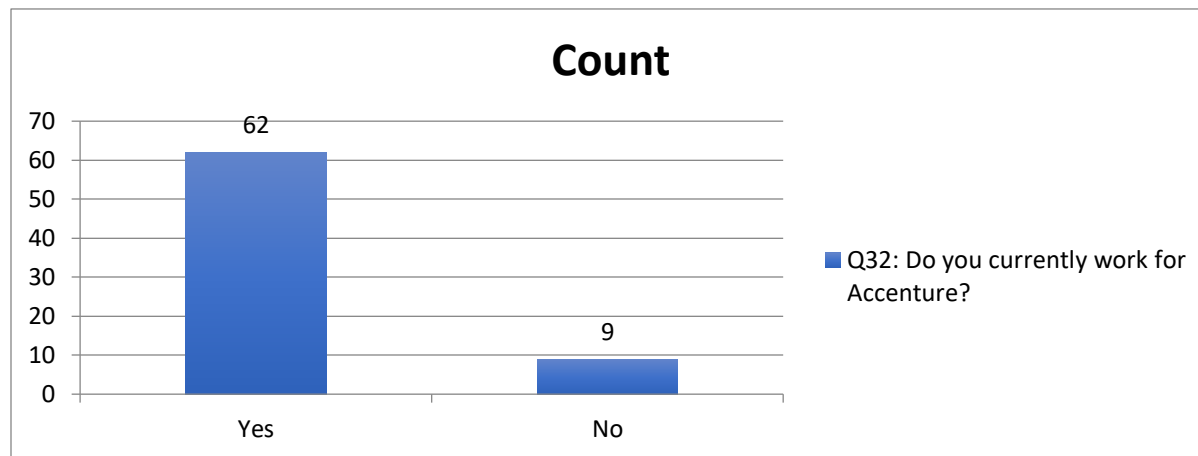


Figure 43

### Question 32

The last demographic question was focused on employers—sixty-two out of seventy-two completed responses identified as Accenture employees.

**Figure 44**



### Conclusion

Chapter 4 contains the survey's complete results, connects the survey results to the research questions, and identifies key metrics and results consistent with mixed methods research. It began with an overview of the data analysis process, including a description of characteristics of the survey distribution, along with a description of the survey instrument, Qualtrics. Out of the six hundred and fifty people who received the survey, seventy-two respondents completed the survey in its entirety. Going into the data analysis phase, the focus was centered around understanding the following:

1. Current knowledge of the differences between change management and change leadership.
2. Current understanding of how important Inclusion & Diversity initiatives to the

broader business transformational landscape.

3. What skills and competencies do leaders and sponsors need to be effective change leaders?
4. What is the role of diverse backgrounds leadership in the belief of readiness from transformation projects sponsors and champions?
5. What challenges need to be addressed when organizations focus on change management and leaders are not actively engaged?
6. What does a diverse and inclusive organization look like?

Most of the answers from the survey aligned to the hypothesis that change management is an outdated term and supporting philosophy, and effective change leadership is a start to achieving a broader goal: Equitable organizations and impact. Additionally, the ten additional participants outside of the respondents who self-identified as Accenture did not impact the data results to a point where segregation was necessary. However, the responses to the qualitative-based questions were very telling, as there were a lot of negative or mixed feelings about the subjects at hand.

The insights gained from the survey will add to the body of knowledge for change leadership which to date has been very limited in empirical research. Additionally, the insight gives clear evidence that a new model is needed to address the challenges of today, taking the best of prior models while adding components that are focused on not only changing the McKinsey statistic of 70% failure rate with change management initiatives but ensuring that future success is built on inclusive and diverse thought leadership. Chapter 5 will focus on the interpretations of the data and conclusions. Additionally, any findings will be presented in a



fashion that brings the knowledge base forward, along with any recommendations for policy, theory, and future research opportunities.

## **CHAPTER 5: SUMMARY, RECOMMENDATIONS, AND CONCLUSIONS**

This research was completed as an opportunity to take a closer look at current change management, change leadership standards, and explore the importance of Inclusion & Diversity in today's business transformations. Part of the process included developing research questions, completing a comprehensive literature review, developing the scope and appropriate research instruments, reviewing and analyzing the data, and completing a synthesis, summary, and recommendations for future research.

The Change Management and Change Leadership survey executed by Qualtrics was an opportunity to ask questions about the perceptions of change management and change leadership, gain insights on current practitioner's perceptions of each, and their challenges and opportunities to improve their experiences if they had the chance to start with a clean slate anonymously. Insights gained from the survey may provide future opportunities to develop forward-thinking methods of how we integrate I&D, Change Leadership, and Business Transformations. In addition, Accenture may use the data as an opportunity to develop a practice dedicated to the unique and complex problems change practitioners face while integrating change leadership, inclusion, and diversity opportunities.

### **Summary of Purpose**

For years, Change Management has been a way to categorize the best methods to implement change in organizations. However, a McKinsey study stated that 70% of change management projects fail due to resistance and lack of management support. McKinsey's play to change outcomes focused on digital enhancements. "Digital tools and platforms, if correctly applied, offer a powerful new way to accelerate and amplify the ability of an organization to change" (Ewenstein, Smith, & Sologar, 2019 para. 3). However, change models such as Lewin,

Kotter, and Shea have limitations that would impact their effectiveness in today's digital and agile marketplace. "Organizations that once enjoyed the luxury of time to test and roll out new initiatives must now do so in a compressed period while competing with tens or hundreds of existing (and often incomplete) initiatives" (Ewenstein, Smith, & Sologar, 2019 para. 3). While digital tools are essential to help streamline and accelerate the process and may give organizations different lens agility to succeed, the behavior remains unchanged.

### **Summary of Survey Procedures**

The Qualtrics survey consisted of three sections: Change Management, Leadership, and Business Transformation; Inclusion and Diversity; Open-Ended follow-up questions; and Demographics. The Qualtrics survey included 26 questions with a Likert scale approach with five options (Strongly Agree, Agree, Neither Agree Nor Disagree, Disagree, and Strongly Disagree), one question with a yes or no option, and one question of consent to take the survey with agreeing or disagree for quantitative data. The survey also included five open-ended questions for qualitative data. The first part of the survey contained questions to ascertain the respondents understanding of 1) what Change Management is, 2) what Change Leadership is, 3) What is your engagement levels with Change Management and Change Leadership, 4) what your stake in business transformations is, 5) the importance of I&D in business transformations, and 6) whether or not Change Management and Change Leadership were the same things. The instrument was chosen as it was an IRB-approved method of collecting data with Thomas Jefferson University and gave options to analyze mixed-method data in one place.

The survey population came from two sources: LinkedIn Connections (355 at the time of the survey) and Accenture's Talent and Organization Practice – Northeast (295 unique email addresses). Although the total distribution was 650, 134 participants consented to take the

survey, and 72 participants filled out the entire survey. In addition, an introductory letter was sent to all 650 connections. Participation in the survey was voluntary, and Qualtrics protected all data as the responses were recorded anonymously.

The survey was located at <https://jefferson.col.qualtrics.com>, and all participants received access to the survey through a customized link. The collected data was analyzed through Qualtrics StatsIQ and TextIQ services designed for quantitative and qualitative analysis. The demographic statistics for the participants were calculated using descriptive statistics, which included means and any standard deviations or distinct categories.

### **Research Questions Insights**

The first two questions focused on asking respondents what their definitions of change management are and change leadership. While most respondents identified the importance of change management and change leadership, some answered the questions similarly. The similarities correlated with Question 3, which presented the statement that “I know the difference between change management and change leadership,” where approximately 20% of respondents either stated they were neutral or disagreed with the statement.

Questions 4 through 7 focused on the importance of change management, change leadership, and inclusion and diversity in business transformations. Over 80% of respondents strongly agreed with the importance of both. However, the neutral response spiked from 1% to 4% for Question 5. The importance of change leadership in business transformations solidifies that there may be some opportunities to teach the difference between change management and change leadership overall. Question 6 had an overwhelming response to the statement, “Decision-making in business transformations should be diverse and inclusive,” with 98% agreement of solid agreement. Question 7 also ties to Questions 5 and 6, asking respondents if

change management and change leadership are the same, and 17 % were neutral and 2% agreed that they were both the same. There is an opportunity to educate change professionals on the differences between them as they have different outcomes.

There were also some variations with Questions 15-19 which focused on diversity in organizations. Question 15 asked respondents if they had diverse transformation project sponsors, project champions, change managers, and senior leadership. Approximately 30% of the respondents are neutral or negative to diversity in Transformation Project Sponsors and Senior Leadership. Over 20% of respondents stated that Senior Leadership is not prepared to support diverse change leaders effectively (Question 16). For Question 17, 20% of respondents gave neutral or negative responses assessing that senior leadership is prepared to support diverse change leaders effectively. There is an opportunity for internal and external leaders to develop practices to have more inclusive project teams, transformation sponsors, and senior leadership. Additionally, senior leaders need additional insights on how to lead diverse teams effectively.

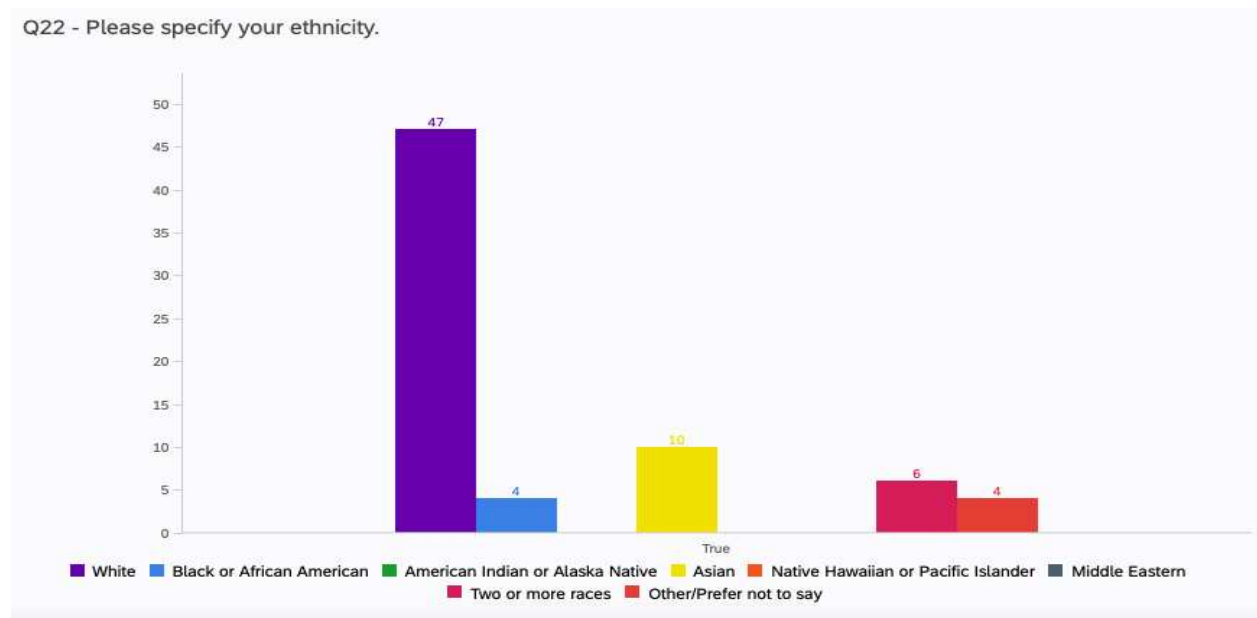
Question 18 asks if organizations consider backgrounds and cultural experiences in varied tasks. 40% gave a neutral or negative response to considering cultural and diverse backgrounds when assessing change impacts, 35% gave a neutral or negative response to developing change management plans, and 40% gave a neutral or negative response to measuring resistance. For Question 19, which asks about demographics for change management teams driving transformations, 20% of respondents stated that their change management teams are not diverse. For Question 20, which asks if respondents look for diverse talent, 20% of respondents stated that they do not often look for diverse teams to execute transformation projects. We still have a long way to go in the equity space about considering diversity in senior and executive leadership, staffing project teams, and in the design of developing solutions during

business transformations.

### Demographics

When looking at the demographics, 34% of the population identified as people of color in Question 22. While this is far from a 50-50 split, it highlights that the data includes the diversity of ethnicity, which are important factors in developing diversity, inclusion, equity, and belonging within organizations. However, there was no representation from Middle Eastern, Hawaiian/Pacific Islander, or Native Americans, so there is an additional opportunity to expand surveys to more diverse groups.

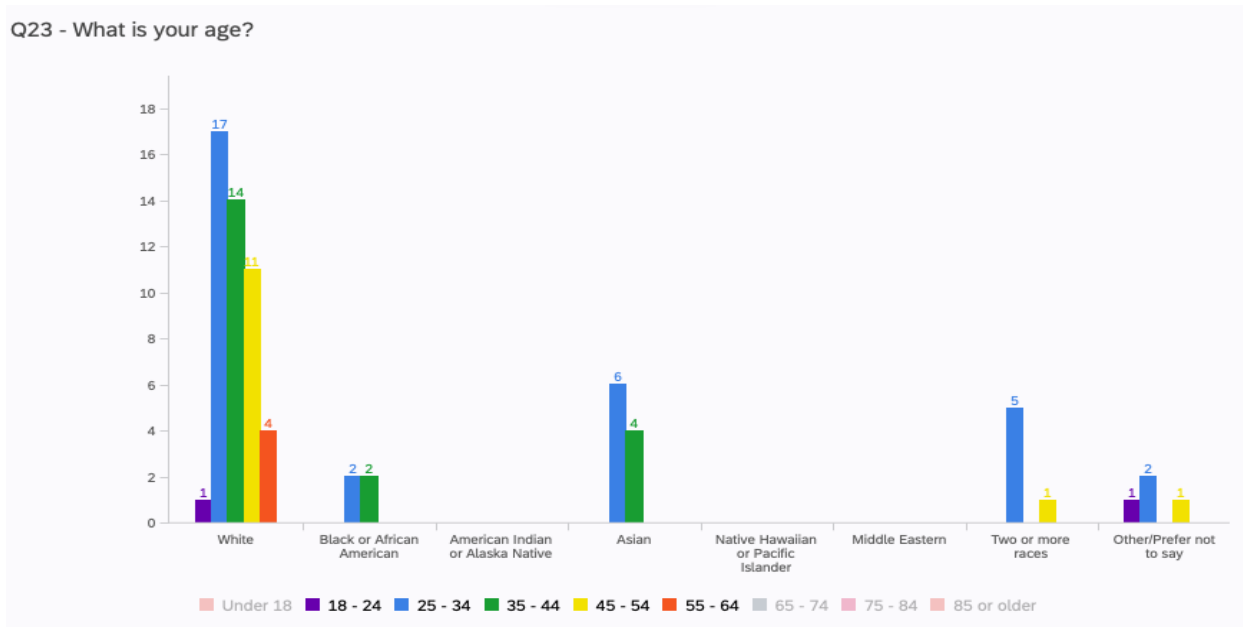
**Figure 45**



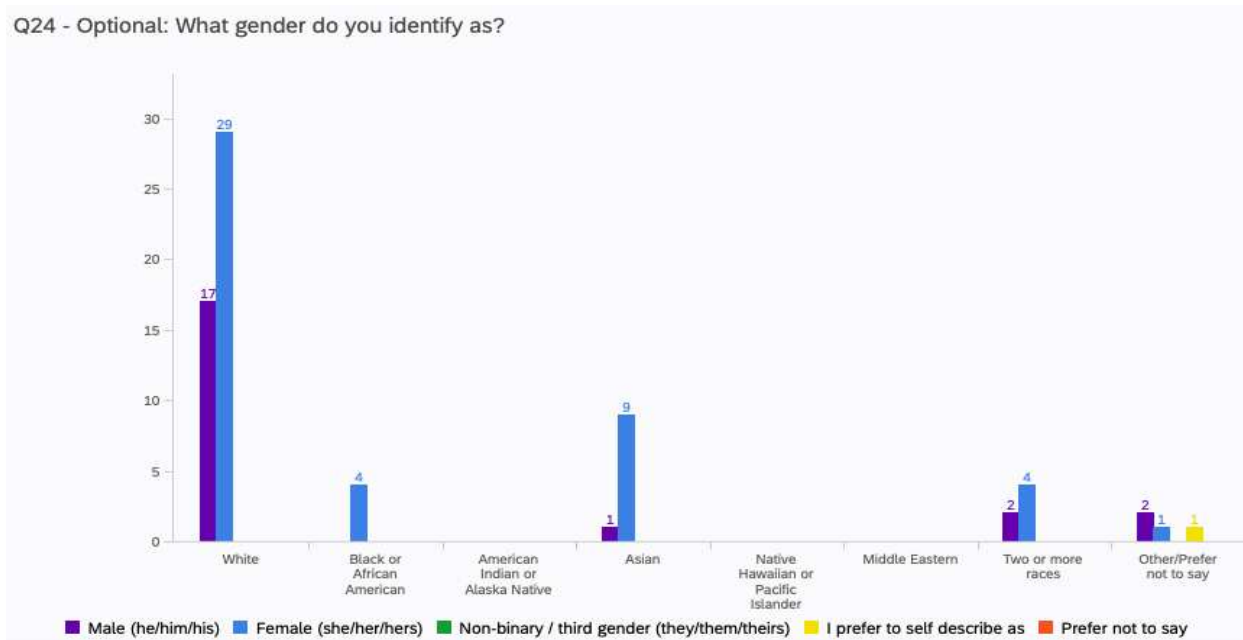
Concerning Question 23, almost half of the total respondents were under 35, while the other half were between the ages of 35-64. When breaking it down further by race, while most POCs, we see that the majority of the respondents were in the 25-44 range; this shows that the respondents were diverse in not only in age but ethnicity (Question 23 and 24). However, only 15% of respondents stated they were from the LGBTQ+ community. While we are making progress regarding race and ethnicity, there is a larger opportunity to include more populations

from other marginalized communities.

**Figure 46**



**Figure 47**



Experience in Change Management (Question 30) also has a broad range of diversity with regard to race and years of experience.

**Figure 48**



### Limitations of the Study

Most of the limitations presented in Chapter 1 included the number of participants or subjects in the research, including 87% of the consulting industry, which is appropriate to conclude. In addition, there may be unknown factors at the participants' place of employment or experiences that could bias the responses from the survey. Finally, caution should be used when correlating the data as the study was limited to a particular and controlled audience via the internet and email. In addition, data was collected specifically through Qualtrics, and it was collected for three weeks. Keeping the survey open longer may have contributed to more responses to gain further insights.

Additionally, outside of the pre-determined open-ended questions, there was no option for people to clarify their answers further. Since the survey was 32 questions in length, concessions were made to get as much information as possible without burdening respondents



with a time-consuming survey. The survey results may have also changed if the audience was expanded to other organizations. A Workday executive inquired about the engagement of the survey after the survey window closed.

### **Recommendations for Future Study**

Based on the research conducted in this study, I am making the following recommendations listed below:

- 1) Continue the Change Management and Change Leadership survey by expanding the scope to more businesses/respondents to gain further insights and develop best-in-class change leadership principles.
- 2) Complete targeted interviews from all levels of the organization. As we gain valuable insights from current leaders, there is an opportunity to identify trends from future leaders who may not be in a leadership role today.
- 3) Critically explore the opportunity to bridge the power of technology into lasting change models. While McKinsey's research brings the opportunity to do transformations quicker, it does not explore the true human impact and burden that change initiatives bring to an organization.
- 4) Continue to gain insights from marginalized populations who may not have the opportunity to have a fervent voice in Change Leadership. Nevertheless, it is time to understand the challenges they face to exist in organizations that lead them.
- 5) Have conversations with diverse backgrounds to develop a model of what inclusively focused change leadership looks like. How do we continue to address the racial, gender, sexual orientation, religious, and other gaps that Accenture highlights in a way that brings

lasting change? While we need to rethink the models supporting change leadership, we also need to think about bringing new voices to the table to develop and allow them to operate in the space of belonging.

- 6) Review current case studies about failed transformations and identify opportunities where a new change leadership model would have helped change the outcomes. While we do a great job highlighting success stories, we do not look for the silver linings in our failures.

As a follow-up to recommendation four above, future research needs to be mindful of other aspects of Inclusion, Diversity, Equity, and Belonging outside of just race, gender, and sexual orientation. For example, respondent 43 on Question 21 brought up the following in response to ways to better integrate Inclusion and Diversity in Change Management and Change Leadership Models:

“You bring up some excellent ideas with the questions posed above. We can do a much better job in pulling inclusion, diversity, and equity lenses on change. We can be far better at understanding the impacts from an ID&E lens, developing our plans, and managing resistance. We can use more human-centered design sessions to truly drive insights to get to the bottom of change resistance and put tactics in place to help everyone achieve the same end goals. We can certainly be far better at designing programming, considering if a certain training tactic of comms will work for everyone, i.e., are we proposing a visually stimulating game for learning for a group that may have folks included in it who have a disability that may prevent them from participating or are we making sure that when there is audio or video that there is always a transcription. DO our examples include diverse stories, people, and scenarios? We have a lot of work to do in

the space, and I am so happy that you have brought up these questions to get us to start to think about it.”

Additionally, Mental Health and Disabilities need also to be a component of future change models. The last couple of years have been full of traumatic events for people of color. Most have the untenable task of juggling their daily responsibilities and processing the traumas that come along with tragic world events around them. “As employers deepen their focus on I&D and racial justice, they should ensure employees from diverse backgrounds have the mental health support they need, from employee resource groups to counseling services to mental health screening tools. This can be an essential element of effective I&D strategy and investment” (Staglin, 2020).

People with Disabilities have often been overlooked with regard to I&D initiatives. According to a recent statistic collected by The World Bank (2020), One billion people, or 15% of the world’s population, experience some form of disability, and disability prevalence is higher for developing countries. One-fifth of the estimated global total, or between 110 million and 190 million people, experience significant disabilities.

Casey (2020) from Harvard Business Review takes the criticism a step further by stating, “Although 90% of companies claim to prioritize diversity, only 4% consider disability in those initiatives, according to a report from the Return on Disability Group. Furthermore, only a small subset truly serves customers with disabilities. We would therefore describe even the most progressive organizations as divers-ish” (para. 4). Some groups may overlap as well. For example, there may be people of color AND have a disability or mental health challenge. Linking multiple groups to ID&E initiatives also lets employees know that all the parts that make

them human are being considered in the quest to have equity and belonging for all regardless of their background or challenges.

In previous chapters, established Change Management models have been outlined to highlight their strengths and critically review their weaknesses. All models of significance have a gap that could be loosely attributed to the McKinsey failure rate. The Lewin model is antiquated and has an element of re-freezing that, in reality, happens in theory and not necessarily in long-term practice. Kotter's model is top-heavy and has no identity for human elements such as Inclusion and Diversity. Shea's model is the most recent of the change management models presented in the research and by far has the best structure but also does not consider human elements such as diversity of thought.

All of the feedback received throughout the survey takes us back to the original research question: What skills do leaders need to master to executive effective change leadership? In order to be a successful leader in any capacity, it requires you to have a collaborative and inclusive mindset.

A new model needs to be developed to take what's best of tried-and-true change models and elevate them to be transformative, diverse, inclusive, and equitable. Future models will also need to think of people as assets by relationships and not by currency. Many business transformations focus on value capture, and a business's ability to create profit from its transactions is one of the most exciting and understudied areas of business. In the value capture models for M&A employee synergies, most decisions are based on the total dollars invested per employee, not the human aspects such as experience, management skills, and growth potential. As a result of this research, I am proposing a new model called **Inclusion Focused Change Model**.

## **Inclusion Focused Change Model**

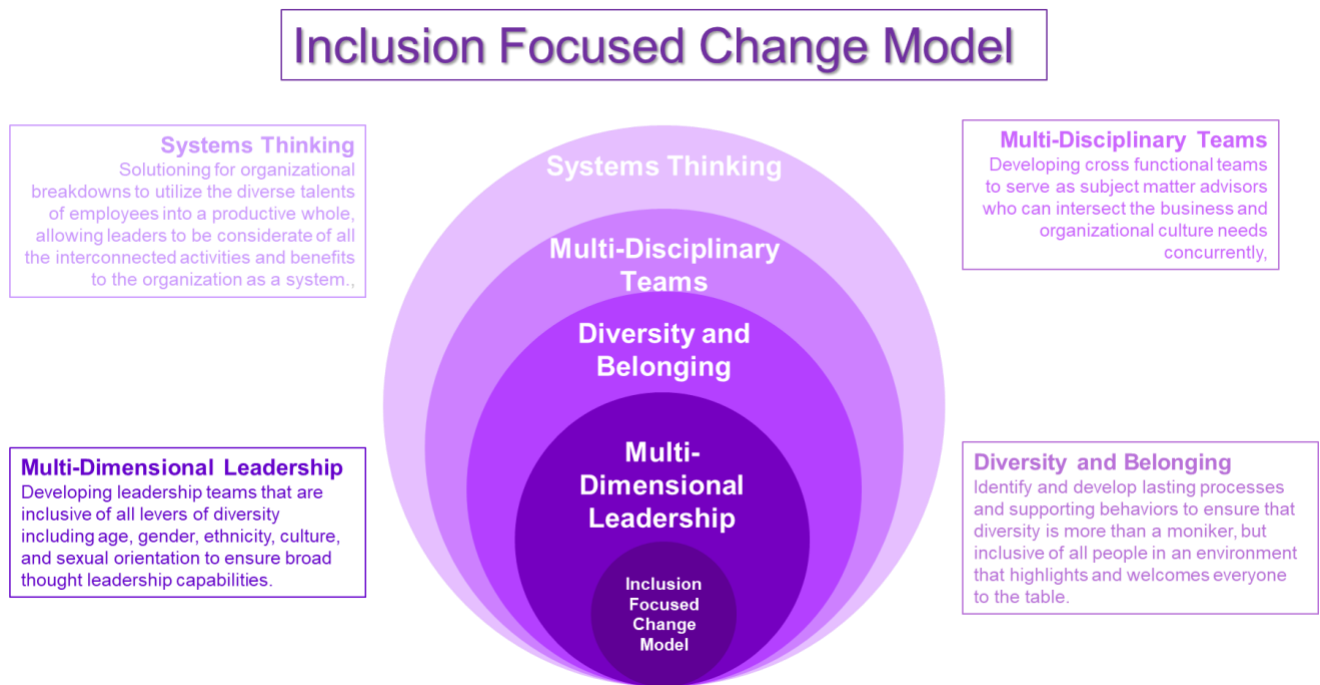
We are living in unprecedented times. Now, more than ever, it is time to bring an equitable mindset to the forefront in leadership, business transformation, and, quite frankly, all aspects of life. The Inclusion Focused Change Model will be designed to challenge the status quo and ensure that organizations show their employees what an inclusive, diverse, equitable, and belonging organization should look like for everyone. As we set the groundwork for the Inclusion Focused Change Model, terms must be defined. A common way to think about inclusion, diversity, equality, and belonging is with the following example: Diversity is being invited to the party. Inclusion is being asked to dance. Belonging is playing your favorite song. Equality is giving everyone a shoe. Equity is giving everyone a shoe that fits.

The Inclusion Focused Change Model will take an in-depth look at all of the groups who should be included in ID&E initiatives, with the overarching goal that everyone involved in change initiatives can experience all of the feelings from the example above.

While businesses continue to transform their systems, processes, and profit models, there will be a renewed focus on the most important part of every business: the people. “Companies increasingly realize the power of creating people-centric organizations that value the happiness of employees as much as the bottom line” (Hougaard, 2019 para. 1). Embedding equitable outcomes will require a behavior change in all that we commit to in quantifiable ways and not just aspirational or nice to have once the platform or business model of choice is implemented first. The Inclusion Focused Change Model will comprise four components: Multicultural Leadership, Diversity and Belonging, Multi-Dimensional teams, and Systems Thinking/Continuous Improvement.

**Figure 49**

***Illustrative Inclusion Focused Change Model***



**Multi-Dimensional Leadership**

The first aspect of the Inclusion Focused Change Model is rooted in Multi-Dimensional Leadership. Multi-Dimensional leadership is a forward-looking philosophy rooted in Change Management's principles with an additional inclusion-focused lens. As the world becomes increasingly connected, we will need leadership to embody this mindset with a multicultural mindset. "Multicultural leadership involves deep immersion within different cultures to understand their values and specific context. This immersion unlocks insight into how to best reach customers, inspire employees, and drive organizational performance in geographies outside one's home base" (Soo, 2012 para. 2). To serve as a guidance point, The Center for Creative Leadership (2021) identifies the 3 C's of Leadership below:

- 1- Communicate – Learning the what and the why of change. It is important to explain the purpose of creating stronger buy-ins and ensure that everyone’s voices are heard throughout the process.
- 2- Collaborate – We must bring people together effectively and work across boundaries and break down silos. It is essential for those new to the planning table to show them what good looks like and ensure that they feel like a viable part of the process.
- 3- Commit – Commitment is not for the faint of heart. It requires everyone to think outside of their own perceived notions, biases, and preconceived notions to focus on the initiative and how we continue to bring diverse and inclusive voices throughout the process in a consistent manner.

To achieve the three C’s, it will require change leaders to “demonstrate strong facilitation, influence and collaboration skills necessary to build support, remove barriers and reduce resistance to change” (Robert Mitchell, 2019 para. 3). Haley (2019) also identified five levels of Multi-Dimensional Leadership: Leaders of People, Leaders of Leaders, Leaders of Organizations, Leaders of Effort, and Leaders of the Outcome. (para. 3), serving as a base of outcomes that Multi-Dimensional leadership will aspire to achieve.

### **Diversity and Belonging**

Inclusion and Diversity are the new buzzwords of the 21<sup>st</sup> century, but they also should include belonging. As the world continues to take a step back from examining how we evolve past precedents in law, voting, and other civil rights to creating equity for all, the same needs to happen in Change Leadership. The second aspect of the Inclusion Focused Change Model is to take a step back and identify the real opportunities to add inclusive, diverse, and belonging

(behavior) goals to any change initiative. Most change initiatives do not consider the burdens POC carries with them every day in the workplace, such as mental health, disability, and caring for others with mental health and disability challenges. Adding and significant task to their workday adds additional stressors that may become challenges if the organization does not take total stock of employee's well-being and sense of belonging in the current state. Winters (2020) highlights the importance of well-being, diversity, and belonging by highlighting the following:

- 1) Creating spaces for people of color to speak about their challenges within the organization, especially if they are not in a leadership position. You cannot design the future until you fully understand how you arrived at your current state.
- 2) Review organizational structure to identify additional aspects to consider during a change transformation. Examples of this include cultural and religious differences, regional equity challenges, and social identity and oppression issues.

“While senior leadership at any organization holds both the authority and responsibility for modeling a personal commitment to systemic change, all employees should explicitly support and contribute to a workplace culture that promotes DEI” (Winters, 2020 para. 5). These aspects also challenge the leadership status quo to have an investment in employee's wellbeing while executing business transformation, allowing people to feel seen and heard for past struggles and shepherding the opportunity to bridge those gaps to a better future for all. While on the surface, this looks like more of a Human Resources task, “Organizations interested in creating healthy cultures where staff flourish embeds equity and inclusion into all internal and external structures and processes, including information technology (issues related to biases and access), marketing and branding, communications, operations, and finance” (Winters, 2020 para. 19).



## **Multi-Disciplinary Teams**

The third component to consider for the Inclusion Focused Change Model is Multi-Disciplinary Teams. These teams are also considered Cross-Functional, Multi-Cultural, and Generational Teams combined. Historically in Change Management, there has been a top-down approach to execute large-scale business transformations. In Kotter's Change Model, in particular, Step 2, Building a Guiding Coalition, states that "A volunteer army needs a coalition of effective people – born of its own ranks – to guide it, coordinate it, and communicate its activities" (Kotter, 2021 para 4.). How that guiding coalition is arranged is a different story. Are you adding people who are known and speak the loudest about changes? Is this group inclusive of a broad range of mindsets? Are the voices in the room empowered to make lasting change?

Most change-related opportunities require experience working in consulting organizations and may require industry-level experience based on the client's needs. In those circumstances, you end up having a change practitioner speak to a finance or a supply chain leader about changing their processes. Outside of being a talent and organization adviser, what else do you know about the functions? How do you get that finance executive to buy into your vision without having a fundamental understanding of their processes? In some circumstances, a functional expert will document the processes and bring them back to the change management team for further review.

Even the best change practitioners will have a gap that they will need to bridge throughout the transformation. The situation becomes even more complicated if the finance or supply chain leader is from a different region, where cultural differences come into play. As complexities come to the forefront, practitioners have a lot more to cover than just the change

initiative itself to be successful. The Multi-Dimensional teams' aspect of the Inclusion Focused Change Model recommends the following:

- 1) Cross-cultural learning. Employees engaged in change initiatives (especially with global clients) need to understand the communication style differences between leaders from different cultures.
- 2) Encourage cross-subject matter advisors to have a combination of hard, functional skills and soft skills. For example, a Finance Transformation Leader should have competencies in either the technical aspects of project systems or functional expertise in the people side of development (organizational development). The CFO needs to know that you understand their current process and people's challenges equally.
- 3) Develop metrics to track progress, effectiveness, and opportunities to scale.

Ilyas and Hassan (2005) state that every change management initiative must include:

- a. Fostering common understanding and vision of change.
- b. Clear communication to sell the business case for change.
- c. Educating employees about how their work will be affected by the proposed change.
- d. A Concrete Plan to measure whether the change is achieving the desired results.

Developing a team of multi-dimensional advisors gives organizations a leg up on linear-focused competitors. In addition, it gives their clients confidence that they can think about complex projects in a multitude of facets effectively without being overwhelmed.

## **Systems Thinking**

Systems thinking is the framework or process that creates the necessary understanding in the managers' minds to consider the different parts of their organization as being the cogs of a wheel, each serving their purpose to allow the wheel to continue spinning and therefore moving. With this analogy in mind, we can say that systems thinking allows a leader foresight into operations and changes, based on which they can create the necessary understanding of the needs, requirements, and essential processes which would be helpful for the system as a whole and not just for the isolated parts. Once a manager becomes able to adapt to systems thinking, they can make critical decisions regarding the activities based on their need to cater to the entire organization, creating a better understanding of the processes.

We can also say that systems thinking allows a leader or manager to consider all the possible combinations of activities and changes that can be brought to the parts that would benefit the entire system. This comes with a better understanding of how the different parts and diverse perspectives interrelate to each other and how well the processes can be managed if the entire system was affected. This creates the necessary point of focus for the result, and therefore, the manager can control how the factors affect the system. The systems thinking approach contrasts with a routine examination, which considers systems by separating them into their different components. Systems thinking can be utilized in a multitude of industries effectively. About the Inclusion Focused Change Model, it can be used to think of how the roles in a system can be used to think about the organizational change process in the following ways:

- 1- Systems thinking allows addressing and reducing complexities that diverse cultures, generations, and mindsets of an organizational system related to the change process.

- 2- Systems thinking helps in the integration of new ideas into the existing systems. For example, in the case of business transformations, this would allow for the inclusion of the Inclusion Focused Change Model.
- 3- Systems thinking helps formulate strategies that tie to developing Multi-Dimensional teams with inclusion, diversity, equity, and belonging mindset.
- 4- Systems thinking provides a holistic view of an organization related to the change process.

Most importantly, Systems thinking is a deep commitment to learning how to do things better by its commitment to interconnectedness. “Systems thinking requires a shift in mindset, away from linear to circular. The fundamental principle of this shift is that everything is interconnected. We talk about interconnectedness not in a spiritual way, but in a biological sciences way” (Acaroglu, 2017 Para. 5). It enforces the changing of mental models and enhances the thinking ability towards a problem. To accomplish this task, one must include different people from different thinking prospects. The Inclusion Focused Change Model may help you make the right decisions after analyzing several points of view. Overall, the Inclusion Focused Change Model requires a lot more research and development. However, it’s a start for the quest to have a better business transformation structure and engagement and put people first throughout the process.

### **Additional Supporting Models**

#### **Equity Driven Leadership**

Similar models to the Inclusion Focused Change Model can draw additional insights as the model matures and develops. For example, equity Driven Leadership by Smith (2017) explores the opportunity to build an equity taxonomy in schools based on five pillars:

1. Physical Integration – Race, Ability, Gender
2. Social-Emotional Engagement – Welcoming, Restorative Practices
3. Opportunity to Learn – Human and Social Capital
4. Instructional Excellence – Professional Learning
5. Engaged and Inspired Learners – Student voice and aspirations

“A school equity taxonomy names conditions that will foster the preparation of every student to achieve their current and future personal and public aspirations and responsibilities” (Smith, 2017 p. 7). While this equity model is focused on schools and does not include system thinking, the insights can be applied to any organization embedded in the quest to be a Diversity, Inclusion, Equity, and Belonging leader.

### **Leading Equity Teams**

Galloway and Ishimaru (2019) explored the role formal leaders can play in creating routines and practices to foster and sustain organizational leadership of equity-focused teams of educators, parents, and students in schools. The study presented findings from 22 videotaped observations and 27 interviews with school administrators in three ways:

1. Developing ways to foster an equity-based learning platform.
2. Sharing routines that broadened conceptions of authority and power.
3. Highlighting emerging routines to sustain equity-focused data to drive improvements.

Developing equity leadership techniques is a critical aspect of developing a comprehensive Inclusion Focused Change Model, and it is important to continue to research additional supporting models to achieve lasting impacts.

## **Equity Minded Change Leadership**

Bragg & McCambly (2018) explored ways to expand on Change Leadership guides to make a bridge to Equity Minded Change Leadership by combining an equity mindset to the theory of adaptive leadership, highlighting the importance of leaders coming from the balcony to the “playing field.” “Equity-minded change leaders are advocates for addressing inequities in the experiences and outcomes of students of color and other student groups systematically failed by educational organizations” (p.2).

In addition to combining equity with adaptive leadership, the theory is also enhanced by transformative leadership authored by Shields (2010, p. 565), who argues that leadership should not be merely transformational (Burns, 1978), but transformative in motivating individuals (educators and students) to reach their fullest potential.

These three models serve as opportunities to ensure that the Inclusion Focused Change Model includes previously completed models and research, including learning opportunities. For example, in Chapter 2, research was collected surrounding the following topics: What kinds of Change Management Practices Contribute to Success or Failure; What is the importance of employee engagement in Change Management; and What is the importance of Diversity and Inclusion in Change Management.

While Change Management Practitioners (CMPs) are important, Ranieri (2010) determined that those CMPs are tasked with impacting change programs and not necessarily tied to organizational results. “If the change program is the adequate response to organizational needs, and its implementation is successful, the program should impact organizational results. But if a successfully implemented change program is not the adequate response to organizational needs, the program might not produce better organizational results” (p.271). Therefore, emerging

theories such as the Inclusion Focused Change Model will need to address gaps from yesteryear head-on to ensure that we do not make the same mistakes with new opportunities.

Cao, Clarke, and Lehaney (2000) also give feedback about having intersection points of interaction. It is also important to “In short, if organizational change is to be managed successfully, "critically systemic" decisions must be made regarding the use of multiple methods in relation to the different types of organizational change and problem contexts encountered” (p.189). Integrating Systems Thinking into the Inclusion Focused Change Model is essential as “It gives a significant advantage in increasing the organization’s capacity for change and, as a consequence, to fulfill the vision of business sustainability” (Staglin, 2020 p.2). Additionally, the Inclusion Focused Change Model also addresses most of the insights gained from Questions 20, and 21 in the Change Management and Change Leadership survey.

### **Conclusion**

This study is intended to take a deeper look at the correlations between Inclusion & Diversity, Change Management and Leadership, and their roles to have successful and lasting business transformations. A lot of time was spent on dispelling that 70% of change management initiatives fail due to a lack of planning and structure. While that statistic is accurate in a myriad of ways, another underlying factor that plays a critical role in the success of business transformations is how we set our people up for success and how we address diversity and inclusion needs to manage complexity and also inspire individuals that have different cultures, beliefs, and values.

In many cases, transformations are under the gun immediately after the contracts are signed. As a result, teams are scrambling on both sides (client and provider equally) to staff up

accordingly. In most of those cases, teams look to staff with familiar resources who have due to the following challenges identified by Thuerbach (2013):

- 1- Too few potential team members are available inside their organization with the right skills.
- 2- Resistance in hiring new resources.
- 3- Being forced to accept team members who have weak skills in needed areas.
- 4- Project team members are juggling more projects and tasks than in the past, and
- 5- A shortage of qualified candidates available externally despite the current unemployment rate.

Because of some (or all) of these challenges, project leads are forced to make quick decisions to continue the project on schedule and, subsequently, keep the client happy.

Unfortunately, these methods leave little room for diverse and inclusive team structures. Some would argue that it is more about the work being done and less about what they look like, which is a false narrative. It is not about *what they look like*; it is about giving everyone the opportunity to be considered, regardless of *what they look like*. Identifying differences helps organizations develop inclusive, diverse, and equitable spaces and reminds them that none of those efforts matter without people feeling like they belong.

ID&E is a very complex problem that dates itself to the beginning of the modernized world. Certain people must work harder than most to get the same opportunities based on a myriad of reasons, mainly privilege. Continuing to use the same resources repeatedly exasperates the gap. Companies need to think about constructive ways to bridge the gap by allowing enough time for project leaders to develop their teams with inclusion and diversity measures into



consideration. Inclusion and Diversity do not just help people of color; it helps everyone achieve the equitable playing field that the world deserves to have.

To execute the Inclusion Focused Change Model, leaders will need to have skills in the following behavior areas: Vulnerability, Empathy, and Togetherness. Typically, vulnerability is perceived to be a weakness. However, in this instance, it is a valued strength. Leading with vulnerability includes the ability to navigate difficult conversations with colleagues and project stakeholders effectively. “Your staff will see you as a human being; they may feel closer to you; they may be prompted to share advice; and – if you are attached to hierarchy – you may find that your team begins to feel more horizontal” (Seppälä, 2018). Thus, the vulnerability will be a critically important aspect of Multi-Dimensional team building.

Like vulnerability, empathy is a soft skill that will allow leaders to understand the thoughts and feelings of others better and develop ways to find common ground through our differences. Leading with empathy is a key component of Multi-Disciplinary teams. Cross-Functional subject matter experts will expose leaders to people in the room who may be more intelligent or more experienced in a particular area. Carla Hassan said the following in an interview with Carrie Kerpen (2019): “I want to surround myself with people who are way smarter than me who make us all better. The only way you can do that is by empowering them to share their ideas. And I think when you understand where they’re coming from and how they’re solving problems, it allows you to be more creative in the process and drive growth for whatever the agenda is.” Leading with empathy is one of the most significant ways to develop trust and respect within your teams.

Togetherness is a direct component of how effective teams operate and how leaders lead. Developing the Diversity and Belonging aspect of the Inclusion Focused Change Model includes

shared experiences and core values. “When organizations have happy team members who function well together, it can significantly boost the efficiency and cohesion of the work they do” (Forbes Coaches Council, 2019)

The Inclusion Focused Change Model is the starting point of the continuous ideating and thinking about innovative ways to change the current landscape in business transformations. It will require leaders to critically structure how we ensure lasting change leadership in business transformations, and develop structural behavior change teachings to ensure inclusiveness, diversity, lasting equity, and belonging for all. It’s not just a process change, but a mindset change. Due to the depth and breadth of changes the model brings to the forefront, the Inclusion Focused Change Model will need to be integrated in phases: 1) Collating the best aspects of Change Management processes and behaviors; 2) Incorporating the Change Management best practices to create an optimal view of Change Leadership as an elevated model; and 3), taking the optimal Change Leadership view and starting the Inclusion Focused Model journey. It takes more than just a theory and research; it takes all of us to invest in the process of change. It will not happen overnight, but if everyone decides to play their part with an equitable and inclusive mindset, we will thrive together.

## REFERENCES

- Acaroglu, L. (2021). Tools for SYSTEMS thinkers: The 6 fundamental concepts of systems thinking. Retrieved April 29, 2021, from <https://medium.com/disruptive-design/tools-for-systems-thinkers-the-6-fundamental-concepts-of-systems-thinking-379cdac3dc6a>
- Accenture. (2020). Inclusion and Diversity in the United States. Retrieved October 5, 2020, from <https://www.accenture.com/us-en/about/inclusion-diversity/us-workforce>
- Accenture. (2020). Gender Equality in the Workplace. IWD 2020. Retrieved July 2, 2020, from <https://www.accenture.com/us-en/about/inclusion-diversity/gender-equality>
- Armenakis, A. A., Harris, S. G., & Mossholder, K. W. (1993). Creating Readiness for Organizational Change. *Human Relations*, 46(6), 681–703. Retrieved July 1, 2020, from <https://doi.org/10.1177/001872679304600601>
- Ashikali, T., & Groeneveld, S. (2017). Diversity management for all? An empirical analysis of diversity management outcomes across groups. Retrieved April 05, 2021, from <https://journals.aom.org/doi/10.5465/ambpp.2014.15878abstract>
- American Society for Quality. (2021). What is total quality MANAGEMENT (TQM)? Retrieved February 02, 2021, from [https://asq.org/quality-resources/total-quality\\_management](https://asq.org/quality-resources/total-quality_management)
- Baldrige, M. (n.d.). Baldrige model. Retrieved April 10, 2021, from <http://www.baldrige21.com/Baldrige%20Model.html>
- Beer M, Nohria N. (2000). Cracking the code of change. *Harvard Business Review* (3): 133-141.
- Bernstein, R., Bulger, M., Salipante, P., & Weisinger, J. (2019, May 23). From diversity to inclusion to equity: A theory of generative interactions. Retrieved May 03, 2021, from <https://link.springer.com/article/10.1007/s10551-019-04180-1>
- Brown, S. (2021). Why external data should be part of your data strategy. Retrieved April 08, 2021, from <https://mitsloan.mit.edu/ideas-made-to-matter/why-external-data-should-be-part-your-data-strategy>
- Bruch, H., Gerber, P., Maier, V., 2005. Strategic change decisions: Doing the right change right. Retrieved July 1, 2020 from <http://web.ebscohost.com.ezproxy.leidenuniv.nl:2048/ehost/pdfviewer/pdfviewer?sid=b7ba45e6-e4d0-479c-858f-90d4f8ce6e39%40sessionmgr198&vid=2&hid=103>
- Burns, J. M. (1978). *Leadership*. New York: Harper & Row.
- Burke, W. (2002). *Organization change: Theory and practice*. Thousand Oaks, CA: Sage.

- Cao, G., Clarke, S., & Lehaney, B. (2003). Diversity management in organizational change: Towards a systemic framework. Retrieved April 10, 2021, from <https://doi.org/10.1002/sres.530>
- CCL. (2021). Be a successful Change leader: The 3 Cs of change initiatives. Retrieved April 29, 2021, from <https://www.ccl.org/articles/leading-effectively-articles/successful-change-leader/>
- Cohn, D., & Caumont, A. (2020). 10 demographic trends that are shaping the U.S. and the world. Retrieved May 03, 2021, from <https://www.pewresearch.org/fact-tank/2016/03/31/10-demographic-trends-that-are-shaping-the-u-s-and-the-world/>
- Dicke, C. (2007). EMPLOYEE ENGAGEMENT & CHANGE MANAGEMENT. Retrieved February 19, 2021, from <https://est05.esalestrack.com/eSalesTrack/Content/Content.ashx?file=8a9f2c20-ed9b-4cee-b720-dd72801cdd26.pdf>
- Drucker, P. (2020). The change LEADER, according to Peter Drucker: CoachReady: World's first Online Executive coaching company. Retrieved April 11, 2021, from <https://www.coachready.com/the-change-leader-according-to-peter-drucker/>
- Duck, J. (2014). Managing Change: The Art of Balancing. Retrieved July 18, 2020, from <http://hbr.org/1993/11/managing-change-the-art-of-balancing/ar/1>
- Elam, S. & Christensen, T. (2009). Helping Employees Adapt to Change at Texas Children's Hospital. Retrieved June 20, 2020, from <http://www.change-management.com/tutorial-why-case-study.htm>
- Ewenstein, B., Smith, W., & Sologar, A. (2019). Changing change management. Retrieved April 11, 2021, from <https://www.mckinsey.com/featured-insights/leadership/changing-change-management#>
- Forbes Coaches Council. (2019, May 10). Council post: Boosting TEAM Togetherness: 11 activities you can use. Retrieved May 08, 2021, from <https://www.forbes.com/sites/forbescoachescouncil/2019/05/10/boosting-team-togetherness-11-activities-you-can-use/?sh=3f6867b14c7c>
- Ford, J. D., & Ford, L. W. (2012). The leadership of Organization change: A view from recent empirical evidence. Retrieved April 2, 2021, from [https://www.emerald.com/insight/content/doi/10.1108/S0897-3016\(2012\)0000020004/full/html](https://www.emerald.com/insight/content/doi/10.1108/S0897-3016(2012)0000020004/full/html)
- Ford, J. K., Weissbein, D. A., & Plamondon, K. E. (2003). Distinguishing organizational from strategy commitment: Linking officers' commitment to community policing to job behaviors and satisfaction. *Justice Quarterly*, 20, 159–185.
- Gronn, P. (2002). Distributed leadership as a unit of analysis. *The Leadership Quarterly*, 13, 423–451.

- Galloway, M. K., & Ishimaru, A. M. (2020). Leading equity teams: The role of formal leaders in building organizational capacity for equity. *Null*, 25(2), 107-125. doi:10.1080/10824669.2019.1699413
- Ganster, D., Hennessey, H., & Luthans, F. (1983). Social desirability response effects: three alternative models. *Academy of Management Journal*, 26(2):321–31.
- Gronn P. (2002). Distributed Leadership. In: Leithwood K. et al. (eds) *Second International Handbook of Educational Leadership and Administration*. Springer International Handbooks of Education, vol 8. Springer, Dordrecht. [https://doi.org/10.1007/978-94-010-0375-9\\_23](https://doi.org/10.1007/978-94-010-0375-9_23)
- Haley, B. (2019, May 30). Multi-Dimensional leadership – "You have to lead from everywhere." Retrieved May 05, 2021, from <http://www.emsics.com/multi-dimensional-leadership-you-have-to-lead-from-everywhere/>
- Herold, D. M., Fedor, D. B., Caldwell, S., & Liu, Y. (2008). The effects of transformational and change leadership on employees' commitment to a change: A multilevel study. *Journal of Applied Psychology*, 93(2), 346–357. <https://doi.org/10.1037/0021-9010.93.2.346>
- Herscovitch, L., & Meyer, J. P. (2002). Commitment to organizational change: Extension of a three-component model. *Journal of Applied Psychology*, 87,474–487. (PDF) The Effects of Transformational and Change Leadership on Employees' Commitment to a Change: A Multilevel Study. Retrieved from: [https://www.researchgate.net/publication/5490025\\_The\\_Effects\\_of\\_Transformational\\_and\\_Change\\_Leadership\\_on\\_Employees%27\\_Commitment\\_to\\_a\\_Change\\_A\\_Multilevel\\_Study](https://www.researchgate.net/publication/5490025_The_Effects_of_Transformational_and_Change_Leadership_on_Employees%27_Commitment_to_a_Change_A_Multilevel_Study)
- Harter, J. K., Schmidt, F. L., & Hayes, T. L., (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. Retrieved June 20, 2020, from [https://psycnet.apa.org/buy/2002\\_12397-006](https://psycnet.apa.org/buy/2002_12397-006)
- Higgs, M., & Rowland, D. (2005). All changes great and small: Exploring approaches to change and its leadership. *Null*, 5(2), 121-151. doi:10.1080/14697010500082902
- Hougaard, R. (2019). The power of putting people first. Retrieved May 01, 2021, from <https://www.forbes.com/sites/rasmushougaard/2019/03/05/the-power-of-putting-people-first/?sh=74e69bccaff8>
- Hunt, V., Prince, S., Dixon-Fyle, S., & Yea, L. (2018). Delivering through Diversity. Retrieved January 10, 2021, from [https://www.mckinsey.com/~media/mckinsey/business%20functions/organization/our%20insights/delivering%20through%20diversity/delivering-through-diversity\\_full-report.ashx](https://www.mckinsey.com/~media/mckinsey/business%20functions/organization/our%20insights/delivering%20through%20diversity/delivering-through-diversity_full-report.ashx)

- Ilyas, M. A. B. & Hassan, M. K. (2015). Culturally intelligent change management. Paper presented at PMI® Global Congress 2015—EMEA, London, England. Newtown Square, PA: Project Management Institute.
- Jackson, T. (2016). 7 Benefits of Systems Thinking in Organizational Change <https://www.linkedin.com/pulse/7-benefits-systems-thinking-organizational-change-jackson-ph-d/>
- Jick, T.D (1992). *Managing Change: Cases and Concepts*. McGraw-Hill.
- Kerpen, C. (2019, July 16). Want to be a better leader? Lead with empathy. Retrieved May 08, 2021, from <https://www.forbes.com/sites/carriekerpen/2019/07/16/want-to-be-a-better-leader-lead-with-empathy/?sh=613d7af5116a>
- Kochan, T., Bezrukova, K., Ely, R., Jackson, S., Joshi, A., Jehn, K., et al. (2003). The effects of diversity on business performance: Report of the diversity research network. *Human Resource Management*, 42, 3-21.
- Kotter, J. (2021). The 8-step process for LEADING Change: Dr. John Kotter. Retrieved April 10, 2021, from <https://www.kotterinc.com/8-steps-process-for-leading-change/>
- Kotter, J. (2014). Change Management vs. Change Leadership -- What's the Difference? Retrieved July 19th, 2020, from <https://www.forbes.com/sites/johnkotter/2011/07/12/change-management-vs-change-leadership-whats-the-difference/>
- Kotter, J. P. (1996; 2012). *Leading change*. Boston: Harvard Business School Press.
- Ladders. (2020). The value of diversity in leadership roles. Retrieved July 14, 2020, from <https://www.theladders.com/career-advice/the-value-of-diversity-in-leadership-roles>
- Lawrence, P. R., (1969). How to deal with resistance to change. Retrieved July 3, 2020, from <http://hbr.org/1969/01/how-to-deal-with-resistance-to-change>
- McNish, M. (2020). Guidelines for managing change: A study of their effects on the implementation of new information technology projects in organizations. Retrieved July 18th, 2020, from <https://www.tandfonline.com/doi/abs/10.1080/738552754>
- Marjanovic O. (2000). Supporting the 'soft' side of business process reengineering. *Business Process Management Journal* 6(1): 43–53.
- McGregor, J. (2020). Analysis | First there WAS 'diversity.' Then 'inclusion.' NOW HR wants everyone to feel like they 'belong.' Retrieved May 03, 2021, from <https://www.washingtonpost.com/business/2019/12/30/first-there-was-diversity-then-inclusion-now-hr-wants-everyone-feel-like-they-belong/>

- McNisk, M. (2020). Guidelines for managing change: A study of their effects on the implementation of new information technology projects in organizations. Retrieved July 18, 2020, from <https://www.tandfonline.com/doi/abs/10.1080/738552754>
- Moore, M. (2012). Change Management vs. Change Leadership. Retrieved July 19th, 2020, from <https://www.contractingbusiness.com/archive/article/20863969/change-management-vs-change-leadership>
- Northouse, P. G. (2016). *Leadership, theory, and practice*. Los Angeles: Sage.
- Quinn, R., & Quinn, R. E. (2016). Change Management and Leadership Development Have to Mesh. Retrieved July 9th, 2020, from <https://hbr.org/2016/01/change-management-and-leadership-development-have-to-mesh>
- Östlund, U., Kidd, L., Wengström, Y., & Rowa-Dewar, N. (2011). Combining qualitative and quantitative research within mixed method research designs: A methodological review. Retrieved April 11, 2021, from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7094322/>
- Pew Research Center. (2020, August 07). Women and leadership. Retrieved May 03, 2021, from <https://www.pewresearch.org/social-trends/2015/01/14/women-and-leadership/>
- Roberson, Q. (2006, April). Disentangling the meanings of diversity and inclusion in organizations - Quinetta M. Roberson, 2006. Retrieved January 4, 2021, from <https://journals.sagepub.com/doi/pdf/10.1177/1059601104273064>
- Raineri, A. (2010). Change management practices: Impact on perceived change results. Retrieved March 20, 2021, from <https://www.sciencedirect.com/science/article/abs/pii/S0148296309002999>
- Sanson-Fisher, R. W. (2004). Diffusion of innovation theory for clinical change. *The Medical Journal of Australia*, 180(S6), S55–S56. <https://doi.org/10.5694/j.1326-5377.2004.tb05947.x>
- Schoonenboom, J., & Johnson, R. (2017). How to construct a mixed methods research design. Retrieved April 10, 2021, from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5602001/>
- Schulte, E. (2017). The 5 Characteristics of Great Leaders. Retrieved February 07, 2019, from <https://www.fastcompany.com/3004914/5-characteristics-great-leaders>
- Seppälä, E. (2018). What bosses gain by being vulnerable. Retrieved May 08, 2021, from <https://hbr.org/2014/12/what-bosses-gain-by-being-vulnerable>
- Shields, C. (2010). Transformative leadership: Working for equity in diverse contexts. *Educational Administration Quarterly*, 46, 558-588.

- Shea, G., & Solomon, C. (2014). Change management is bigger than leadership. Retrieved November 02, 2020, from <https://hbr.org/2013/03/change-management-is-bigger-th>
- Smith, D (2017). Equity Driven Leadership: Inputs, Insights, and Outcomes.
- Soo, J. (2014). Multicultural leadership starts from within. Retrieved May 04, 2021, from <https://hbr.org/2012/01/multicultural-leadership-starts-fr>
- Staglin, G. (2020). The essential role of mental health for a diverse, inclusive workplace. Retrieved May 03, 2021, from <https://www.forbes.com/sites/onemind/2020/07/14/the-essential-role-of-mental-health-for-a-diverse-inclusive-workplace/?sh=5b226bebac4d>
- Stebbins MW, Shani AB, Moon W, Bowles D. (1998). Business process reengineering at Blue Shield of California: the integration of multiple change initiatives. *Journal of Organizational Change Management* 11(3): 216–232
- Sutton, J., & Austin, Z. (2015). Qualitative Research: Data Collection, Analysis, and Management. *The Canadian journal of hospital pharmacy*, 68(3), 226–231. <https://doi.org/10.4212/cjhp.v68i3.1456>
- Tamir, C. (2021). Key findings about Black America. Retrieved May 03, 2021, from <https://www.pewresearch.org/fact-tank/2021/03/25/key-findings-about-black-america/>
- Thomas, J. (2002). Force field analysis: A new way to evaluate your strategy. Retrieved May 02, 2021, from <https://www.sciencedirect.com/science/article/abs/pii/S0024630185900640?via%3Dihub>
- Thompson, P. (2017). Inside the hidden world of aircraft maintenance with Lufthansa Technik. Retrieved April 02, 2021, from <https://thepointsguy.com/2017/04/aircraft-maintenance-lht/>
- Turner Consulting Group. (n.d.). Winning at the intersection of EQUITY, diversity & inclusion. Retrieved May 03, 2021, from <https://www.turnerconsultinggroup.ca/blog-tana-turner/winning-at-the-intersection-of-equity-diversity-inclusion>
- Valiris G, Glykas M. (1999). Critical review of existing BPR methodologies: the need for a holistic approach. *Business Process Management Journal* 5(1):65–86
- Vance, R. J. (2006). Employee Engagement and Commitment. Retrieved April 01, 2021, from <https://www.shrm.org/hr-today/trends-and-forecasting/special-reports-and-expert-views/documents/employee-engagement-commitment.pdf>
- Weaver, V. (n.d.). Diversity & Inclusion Leadership. Retrieved May 01, 2021, from Diversity & Inclusion Leadership



- Welch, J., & Welch, S. (2006). Ideas the Welch way: How healthy is your company? *BusinessWeek*, 126.
- Westover, J. H. (2020). Council post: The role of systems thinking in organizational change and development. Retrieved April 03, 2021, from <https://www.forbes.com/sites/forbescoachescouncil/2020/06/15/the-role-of-systems-thinking-in-organizational-change-and-development/?sh=35eba2a52c99>
- Whirlpool. (2020). Whirlpool corporation celebrates inclusion and diversity in multiple regions around the world for global inclusion week. Retrieved May 06, 2021, from <https://www.whirlpoolcorp.com/celebrates-inclusion-diversity-around-world/>
- Winters, M. (2020). Equity and inclusion: The roots of ORGANIZATIONAL Well-Being (SSIR). Retrieved May 01, 2021, from [https://ssir.org/articles/entry/equity\\_and\\_inclusion\\_the\\_roots\\_of\\_organizational\\_well\\_being](https://ssir.org/articles/entry/equity_and_inclusion_the_roots_of_organizational_well_being)
- The World Bank. (2021). DISABILITY INCLUSION. Retrieved May 03, 2021, from <https://www.worldbank.org/en/topic/disability>