Protocol of Publication

LIGS University

Program	Ph.D.
Specialization	Finance
Given name and surname of the author	THIOMBIANO Boubakar
Co-authors	
Title of the paper / article	Change Management
Medium	
Publication date	

Summury

Change management refers to initiatives aimed at introducing and accepting change within an organization (department, work team, company, etc.). In most cases, it takes the form of a new work structure or new tools (machines, software, etc.). Change management involves considering the human dimension, values, corporate culture, and resistance to change. The objective is to enable the understanding and acceptance by the employees concerned of the "new rules of the game" resulting from the change process. For a company, the need for change is often imposed by the need to adapt to complex societal and environmental issues to align with the reality on the ground. Managerial transformation thus constitutes a prerequisite based on the sharing of information, explanation, and persuasion intended to ensure a more global change in the company.

Keywords (minimum 6 - 8 words or phrases): Change, managment, company; strategy; communication, risk; human ressorces

- ✓ **Research question:**What is change within a company or an organization?
- ✓ Why should businesses or organizations change?
- ✓ How should companies or organizations drive change?

Change Management

What is the change

Definitions

Change is defined as a break with old practices, a profound modification, i.e., anything that breaks habits and upsets the established order.

The perpetual search for well-being leads to change in practices and methods. The starting point for any business change, organizational transformation consists of rethinking an organization's structure, mode of operation, and professional courses to do things differently.

Change management is the process of analyzing, planning, implementing, and evaluating changes in a system. It has two main objectives: to support the processing of changes and to allow their traceability (*Change Management*, 2022).

According to Manage Train Learn by Linda Herman (2014; 37-38), there are five ways to get change right. (i) Serve as an exemplar and identify others who can too, (ii) Engage champions of the change and the change agents among you, (iii) Empower, (iv) Elevate, (v) Educate, don't just train.

Change management refers to initiatives aimed at introducing and accepting change within an organization (department, work team, company, etc.). In most cases, it takes the form of a new work structure or new tools (machines, software, etc.). Change management consists of supporting an organization or reorganizing a project using a proven methodology.

Change management involves considering the human dimension, values, corporate culture, and resistance to change. The objective is to enable the understanding and acceptance by the employees concerned of the "new rules of the game" resulting from the change process.

Scope, Influence and Reason for Change

Scope of change

Considering risks and impacts in change management processes allows change to occur stable and controlled. To this end, it is essential to identify a change management structure that will enable decisions on evolution to be made and implemented. The advantages of change management for the company can be the following: improve risk management, enable the coordination and monitoring of changes, facilitate communications between technical teams and users, and improve international coordination (*Change Management*, 2022).

Andy (2018, 19-22) defines the main risks in change management. They are Business risks, implementation risks, risks of delay, change fatigue, and Cynism.

To manage these risks, Andy gives the following advertising: (i) Avoid making too many changes all at once, (ii) give people enough time to adapt to the new methods of doing things, (iii) make sure good changes are widely reported, (iv) make sure improperly managed changes are examined and learned from.

In addition, Sally and Shannon (2017, 16) advise you have now diagnosed your current perception of strategy and assessed your existing facilitation skills.

Reason for change

Globalization, competitive pressure, the digital revolution, continuous innovation, and perpetual socio-economic changes impact the activity and performance of the company, then faced with the need to transform to remain competitive in its market.

Several reasons can necessitate the willingness to change. These are, among others: the restructuring of the organization, the takeover or merger of a company, technological developments, a need for performance and innovation and new internal management and market demands, whether structural, organizational, or related to the behavior of the various actors (Change management: the management of change in a company, 2022). According to Andy (2018, 9), the demand for change could be fueled by several factors. They are inorganizing review, redirection to reduce costs, restructuring to new systems, expansion, and growth planning, new product development, seasonal, geographic relocation, and exchange to provide the CEO a means to make a difference.

Organizational structure

Business transformation is part of a business strategy that aims to optimize processes to increase performance. For this purpose, it is essential to answer the following questions: (i) why change? (ii) what to change? (iii) how to change? (iv) who to change? (v) who are the actors of the transformation? (vi) what can be the effects of the transformation? (v) what can be the impacts of the transformation? (vi)and what results?

To do this, an organizational structure is necessary. It can be defined as the hierarchical system chosen to organize employees in the company organization chart. We can also say that a company's organizational structure is the way of planning and formally distributing tasks and responsibilities. To develop an organizational structure of an organization there are two steps namely: (i) analyze the tasks and define the objectives of the organization to be able to make a subsequent evaluation of the goals, (ii) the synthesis and distribution of the functions previously defined and analyzed (Staff management, 2022).

Organization strategy

Change management offers a perfectly structured process to support each member of an organization during a transition. Change management is adapted on a case-by-case basis and takes place on three levels to be optimal.

Individual change management. Its objective is to discover and understand how everyone experiences change. This makes it possible to determine what needs to be implemented to facilitate this transition and ensure its success. Several parameters are considered, and the change manager must ask the right questions.

Organizational change management. It concerns, more particularly, the organizational change of a structure. It is then a question of identifying the people and groups directly affected by the transition project and knowing what will change for them.

Change management capability. The company, this time, focuses its process on the market and the competition. The company is taken care of as a whole to guarantee an adapted and promising change (Change management,2022).

Organization process

For a successful organizational transformation, it is necessary to apply several change management processes.

As a result, there are ten steps to an effective change management process, notably develop a well-defined objective, determine the level of maturity of your organization, convince decision-makers and management, create a communication plan, poses practical milestones, identify key performance indicators, identify and defuse obstacles, regularly analyze the implementation in the company, adjust when necessary, review after implementation(Ten steps for a good change management process, 2022).

Technologies us

According to Julien Cotte (The HR function in managing, 2022), the human resources function is essential in driving change in the company.

The role of human resources is to: (i) recommend a timetable for the transformation and especially the impact that this can have on the company's employees and managers. Remember the legal obligations in this area, and explain that a change that is not successful can cost much more than if we take a little more time on specific subjects. Explain that the preparatory work for any transformation is essential and that it must be done step by step, (ii) anticipate possible human blockages. Indeed, any change can provoke strong reluctance from managers and employees.

Change is not easy, and we must therefore expect things as much as possible, even if everything cannot be foreseen, of course, (iii) support and train managers not to be good agents of transformation, but to understand the change in which they participate, give them meaning, listen to them in the face of the obstacles they encounter, (iv) propose the appropriate solutions according to the transformation situations because it is obvious that we will not apply the same methods if we are in a transformation desired by the economic market or if we are in a growing company. The Human Resources function is the function that can best support change in a company because when we talk about change, we mainly talk about men and women who will have to learn to work differently, question themselves, and change their assignments.

Systematic approach, problem identification

The systematic approach is a process for supporting change within organizations, which is also very effective when it is simply a question of optimizing the functioning of teams. It makes it possible to mobilize actors, particularly those resistant to change, to achieve a common objective. In any organization, change is subject to two opposing forces: one favorable to it and the other resisting it. These are the driving forces and the resisting forces.

Driving forces

They initiate change and fuel it. They are either external or internal. For example, funding is reduced or increased, community interests and needs change and you are pressured to adopt the technology.

The resisting forces

Although prepared, all employees cannot always welcome a transformation project. While some will be naturally curious and caring, others will need more support to address their concerns. In some cases, employees may resist change because it disrupts a daily life deemed comfortable, questioning skills, or hierarchical status. This is called resistance to change. To support it as well as possible, a period of "test and learn" is, therefore, necessary to: present the project, educate the different actors in the change, and explain the different phases of the transformation. The goal is to have lifted all the brakes and objections at the time of deployment to have only actors in a situation of acceptance. If the "test and learn" period is not enough to calm concerns, mourning will begin for employees most hostile to change.

Several reasons can hinder the implementation of change. These include, among others: loss of individual interest, ignorance of the objective, fear of not being up to it, difficulty changing.

The resisting forces oppose the driving forces of change. For example, the group fears new ideas and prefers to keep things as they have always been, the group does activities only to stay busy, the group's performance changes very little, and its low turnover rate (Understand change, 2022).

According to Elizabeth (2017; 19), the first step in managing resistance to change is to think about it before it happens. Take some time to consider the people risks related to this project. Elizabeth (2017; 20) adds that if you see that resistance is happening, communicate more, not less. Talk more. Listen more. Ask questions: research and follow-up. The rest of this book will help you plan and follow through on your change communications.

Innovation, change management models

The tools to be used are essential in driving change. According to Sally and Maggie (2017; 16), you have now diagnosed your current perception of strategy and assessed your existing facilitation skills In general, "change management" encompasses the process by which individuals and groups transform an organization. Change, frequently perceived as the only constant state, takes on a life of its own. This method also acts as a road map for carrying out changes, navigating the transition period, and ensuring changes are embraced and implemented.

Meanwhile, you can choose from the finest change model plans listed below if you are in senior management and want to support your team during transitions, acceptance, and adoption of change. In change leadership, there are seven (07) fundamental models (7 Fundamental Change Management Models,2022).

Seven (7) Effective Management of Change Models (i) Lewin's model for managing changes, (ii) The ADKAR model, (iii) Kotter's Eight-Step Change Model, (iv) The Plan-Do-Check-Act (PDCA), (v) The 7S model of Mc Kinsey, (vi) The Kubler-Ross curve of change and (vii) The bridge transition model (William Bridges, 1999).

Lewin's change management model

In the late 1940s, this social psychologist researcher Kurt Lewin Manage change in 3 steps according to Lewin's model, 2022) established a straightforward model with three steps, represented by the metaphor of an ice block: ‘’Unfreeze’’, ‘’Change’’, and ‘’Refreeze’’. (i) The goal of the "Unfreeze" phase is to inform the workforce that an immediate change is unavoidable. convince the organization that its only option is to act differently. There is resistance to change at this stage, (ii) new practices are specified in the second phase, "Change," when minds are open to novelty due to the urgency created by the first phase, (iii), and finally, "Refreeze." The purpuse is to stabilize and consolidate the new organizational structure and operational procedures once the changes have been implemented. The moment this step is skipped, old habits swiftly surface.

The ADKAR model

The ADKAR model was developed by Jeff Hiatt (2003) to facilitate organizational change. It is an organizational change management strategy that tries to lessen resistance to change. By strongly emphasizing the human element of change, the strategy ensures that practically all of the workforce supports and participates in the shift. When this goal is accomplished, the model shifts to the corporate aspect because once the personnel are hired, the processes must be prioritized. One of the key patterns to a seamless transition is this one. ***Kotter's 8-step model of change***

John Kotter (1951) developed an 8-step model of change. Such an approach is a complex process requiring significant involvement from management and staff members at all levels. The businesses concentrated on creating excellence in operations and practices, implementing technology advancements, and identifying the best talent to stay competitive. Gain a competitive edge and engage in competition. Implementing change is not always easy. Obstacles can take many types: Obstacles can take many forms: lack of teamwork or leadership, arrogant attitudes, general human fear, etc. Can disrupt any change implementation project. Kotter highlights eight steps organizations should take to overcome such challenges and successfully implement large-scale change. By following these steps, the organization will be prepared and committed to adopting the changes. Penny (2020; 25-26) presents eight steps of change management described by Chew Jhon Kotter: (i) To mobilize a team of willing change agents, leaders present an opportunity to pique everyone's interest. (ii) Members of the organization-wide change team will lead, coordinate, and communicate the progress of the planned change. (iii) Create a strategic vision and initiatives that, if planned and carried out quickly and effectively, will help you realize your dream. (iv) Cross-organizational transformation will occur Only when everyone (or nearly everyone) understands the vision, buys in, and drives in the same direction. (v) Remove obstacles to action, (vi) create quick wins and share them with the entire organization, (vii) Continue to accelerate. Leaders of change can maintain their rate of change by quickly adapting. (viii) Explain the links between new behaviors and the organization's achievement.

Create a sense of urgency. The objective of this stage should be to prepare employees for the change to come and to motivate them to contribute. The process should establish a sense of urgency among managers and employees. Everyone involved must feel the need for change, or that difference is essential to the organization's growth. Without their support, it will be difficult to sustain the momentum of the change initiative and achieve lasting transformation.

Set up a steering coalition. This step is dedicated to building a competent team with the skills, qualifications, reputation, connections, and power to lead change efforts and influence stakeholders. However, an effective team should include the following people:(i) The Sponsor: A senior manager is generally in charge of the reform initiative. They must provide assistance as well as resources at the leadership level for completion the change initiative successfully, (ii)The management team: the members of this team are selected by the sponsor. It comprises individuals (leaders) with sufficient authority in the field to make decisions and gather the resources and support needed for the project. The team will be responsible for developing the vision and strategies, providing resources, guiding the organization through the process, resolving conflicts and communicating with stakeholders, (iii) Established Steering Team: This comprises highly credible and respected individuals representing constituencies interested in change. They share the strategy and lead the business throughout the procedure, (iv) Managers and supervisors work together in change teams to make sure that assignments are completed on schedule. They will also be involved in creating and implementing the transformation agenda. Focus on establishing specific goals and creating a climate of dedication and confidence after the group has been put together.

Developing a vision and strategies. This step aims to create a realistic vision to guide the initiative and develop effective strategies to help the team achieve it. It helps create a picture of the organization's future once the change is implemented.

The right vision enables successful change by inspiring and guiding team actions and decisions. It should also set clear and realistic goals to make it easy to measure success and engage the interest of business stakeholders.

Communicate the vision of change. In this stage, the focus is on effectively communicating the vision and strategies in a way that encourages the rest of the organization to accept and support the change initiative. The goal is to win the hearts and minds of employees, make them make sacrifices to support change, and make them believe that change is possible and that the benefits that come with it are suitable for both oneself and the organization.

To do this effectively, (i) communicating the vision and tactics as frequently as feasible and incorporating them into making choices, resolving issues, and everyday operations, (ii) Walk the talk. Senior managers must adopt the ideal behavior that they expect from the rest of the employees, (iii) Encourage employee feedback and respond openly and honestly to their anxieties, problems, anger, and concerns, (iv) Use simple words to communicate the message to avoid confusion and doubt, (v) And use all communication channels of the organization to get the news across. These can be platforms like emails and newsletters or the corporate intranet.

Eliminate obstacles to performance. Roadblocks can be anticipated when putting organization-wide transformation into action. Inadequate processes, employee reluctance to change, corporate policies, and structure can all be barriers. The steering coalition and senior management should concentrate their efforts at this point on removing obstacles that impede the organization from achieving its change.

Make result in the near future. It may take some time to accomplish a change accurately. Employees may become discouraged if there is a long period of time between victories. It is important to set short-term goals to achieve and celebrate early in the change process to maintain momentum and encourage employees to continue supporting the initiative. A short-term win is a win that can be implemented in a short period. This quick win must be visible throughout the organization, unambiguous and linked to the change initiative.

Take advantage of change. This stage consists of supporting the implementation of the change by ensuring that the teams work with perseverance towards the realization of the vision of the change while measuring the progress made. Ensuring that the team does not declare victory prematurely after a few quick wins is essential. After each win, identify what worked and what didn't to determine what needs improvement.

Make change stick. During this stage, change makers strive to create a new culture in which change can take hold. These include changing organizational norms and values, processes, reward systems and other infrastructure elements to ensure everything aligns with the new direction.

Ready to implement change? Implementing organization-wide change is neither quick nor easy. It takes patience, preparation, and perseverance. Kotter's 8-Step Change Model offers a great framework to keep you on track throughout this protracted trip. You can make sure that change is successfully implemented inside your organization by following these eight steps. (The easy guide to Kotter's 8-step model of change, 2022)

The Plan-Do-Check-Act (PDCA)

The Plan-Do-Check-Act (PDCA) change management method, created by William Edwards Deming in 1930, is among the best. This strategy can also help firms stand apart from the competition, particularly in contemporary workplaces where corporations constantly seek ways to streamline operations, cut expenses, boost profits, and enhance customer happiness. Additionally, it incorporates the fundamental principles of strategy development. Managers frequently use the Plan Do Check Act (PDCA) example to guide their teams in all four areas of organizational leadership.

7S model from McKinsey

MicKinsey's 7S model is used to see a problem inside the company. It was developed by Thomas Peters and Robert Waterman (1980). This approach can aid teams in discovering discrepancies and maintaining the company's direction. Once you've decided what changes must be made, the seven elements guide keeping your company's balance.

The Kübler-Ross curve of change

The Change Curve originated from the work of Elisabeth Kübler-Ross, who connects workers individually. Particularly appropriate is the Kubler-Ross Change Curve. To obtain the desired result, combine this model with another change model framework that outlines specific processes. On the other hand, this change management approach is inappropriate for significant changes due to the unpredictable nature of emotion.

The bridge transition model

Similar to the Kubler-Ross curve of change, this approach emphasizes how people feel throughout transformations. It was first introduced by William Bridges in 1999. This change management model focuses on the transition process, dividing it into three pieces. This strategy is based on the notion that change occurs within people, whereas a transition is a path people pursue. You may steer people more effectively to the middle of the process, which serves as a bridge between the new and the old if you anticipate the rejection, wrath, and frustration of growth.

Sponsor, Agent or Advocate of Change

Sponsor of change

According to Aplus (Sponsor of change: two key responsibilities,2022), sponsorship is the most critical success factor for change. The role of a sponsor comes down to two key responsibilities: Get involved and mobilize, (i) Get involved: A sponsor who understands and assumes his role will reorganize his priorities to become actively involved in the change. This means owning, influencing, managing and shaping change, (ii) Mobilize: In his unit, the change sponsor manager takes the actions required to mobilize his team for change. These include communicating, accompanying, preparing and supporting the team.

Agents or advocates of change

According to Metadata (Who is a change agent, and what is their role? 2022), change agents oversee the implementation of changes in an organization. They are the ones who make sure that everyone follows the new strategy because they have the power to bring about changes in an organization. An effective change agent must possess the following skills: knowledge, leadership skills, understanding of the factors involved in change and knowledge of different forms of change management. Change agents are sometimes called change advocates.

Need a Vision, Create the Vision, and Communicate the Vision

Need a vision

The strategic vision is an ambition, a future state to be achieved for your company. It allows you to define a direction to mobilize your employees toward a common objective for the company's future. The strategic vision must be both ambitious and achievable in the short/medium term to not discourage the teams.

It is essential to establish a vision of change because it allows (i) to make everyone's behaviors more consistent, (ii) encourage users to follow a new procedure, (iii) to ease users' anxieties by outlining the following procedures, (iv) and lower the possibility of project demise.

Create the Vision

To establish the vision for change, it is up to the management team to define the direction to be taken and the organization's values. You can then complete the draft by involving the managers of the different departments. For a solid vision, it is essential to establish the needs of the organization, list the reasons why the change is necessary, use the most relevant data on the market to demonstrate the relevance of the change, anticipate the points that are likely to be more problematic and think of solutions and identify the risks associated with the status quo.

Communicate the Vision

The success of the change management project also lies in the ability to communicate, share, and implement the project with the teams in place. The sharing of the vision must occur every day and, on every occasion, and it cannot just be done through an official announcement to everyone involved. (How do you create a strong vision for change in your business? 2022).

Change management and link with other management elements

Strategy and project management, development of organizational structure and processes

To support the change dynamically, it is necessary to rely on internal actors capable of supervising, supporting or deploying a new project. It is advisable to set up two teams: a project team and a team of collaborators.

To structure the team, it is necessary to choose a project manager, generally the initial project leader, convinced of the founding idea. Then, selecting project sponsors will allow all employees to share their ambition and vision. A change management manager accustomed to transformation proj ects will help implement actions favoring a non-brutal transition. Trainers will ensure that the chosen media will align the company and the teams. Finally, relying on Key Users to report any inconsistency or malfunction is essential.

Risk managment

Several risks can be identified as part of implementing the change process. According to Andy Turnbull (2018, 19-22), the main risks in change management are business risks, implementation risks, risks of delay, change fatigue, and cynicism. To manage these risks, Andy gives advice. For exemple (i) dont change too much at the same time, (ii) give enough time for people to learn and to bed in the new ways of doing things, (iii) ensure that successful changes are well published and (iv) ensure that poorly. Handled changes are reviewed and learned from.

Anchoring the change in the corporate culture, stabilization

A transformation project never leaves employees indifferent. Some will be naturally enthusiastic and curious, while others will be worried or resistant. However, whatever the reaction to a project, the company must support each employee impacted by it to prepare as well as possible and give the project every chance of succeeding.

The success of the change depends on several factors. Taking these factors into account makes mitigating the risks of resistance possible.

MTD Training (32-40) defines eight steps or success factors to consider in preparing for and implementing change. They are: establish a sense of urgency around the change, share your vision, the ability to change, communication through change, ensure stakeholder involvement, engage all levels of leadership, implement and integrate the change and strengthen performance and commitment.

Conclusion

Within companies, generally, the desire to adapt to the evolution of its environment requires changes, and the project manager or manager is confronted with these changes. They face hazards and uncertainties and should calmly support their colleagues daily.

Tools have been developed over the last twenty years as part of change management to make the exercise more successful. There are approaches, methodologies, benchmarks, and concrete and operational uses. The tools developed take risk management into account and make it possible to answer questions such as why change should take place? and how change should be driven. To succeed in change, it is essential to make a good diagnosis of the change by which a project defines the variables of hindrance and adherence to the objectives of the change. It is necessary to carry out the essential diagnosis upstream to ensure suitable arrangements and to answer the question: Does the change project have all the elements for good support on the part of those who will be its relays, that is, the employees?

It is also essential to implement a communication system to facilitate the flow of information as part of change management.

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