

LEADING CHANGE BY DESIGN - INTEGRATING DESIGN THINKING WITH KOTTER'S 8 STEP PROCESS

Abena ENGMANN^{1*}

Eugene ELUERKEH²

Collins NGWAKWE³

Received: August 2024 | Accepted: November 2024 | Published: December 2024

Please cite this paper as: Engmann, A., Eluerkeh, E., Ngwakwe, C. (2024) Leading change by design - integrating design thinking with Kotter's 8 step process, *Holistica Journal of Business and Public Administration*, Vol. 15, Iss. 2, pp.127-141

Abstract

This paper presents a conceptual framework that facilitates a human-centered approach to implementing organizational change. It advocates for integrating design thinking with Kotter's eight-step process for change management. Utilizing the double diamond framework, a process model developed by the Design Council (UK), in conjunction with Kotter's eight-step process, the paper demonstrates how leaders can effectively employ a design led integrated approach to drive change. The authors' review and juxtaposition of the design thinking framework and change process reveal that it can be applied to leading and implementing change, which, to the best of the authors' knowledge, has not been explored in detail by previous authors. Hence, there is an opportune need to contribute to the change management process. The normative conceptual methodology for developing this extended framework shows how Kotter's eight steps fit into the double diamond framework. Implementing change in organizations can be a daunting undertaking; however, a design-led approach facilitates a more successful execution. This paper's key argument is that integrating design thinking with change management is a more effective approach because it allows the involvement of more stakeholders, iteration, and testing of more ideas to implement change successfully.

Keywords: Design Thinking; Change; Human-Centered Approach; Stakeholders; Communication

¹ Academic City University College, Agbogba, Haatso, Accra, Ghana, abena.engmann@acity.edu.gh.

* Corresponding author

² Ashesi University, Berekuso Road, Accra, Ghana, eeluerkeh@ashesi.edu.gh

³ Teraflop Graduate School of Leadership, University of Limpopo, South Africa
collins.ngwakwe@ul.ac.za

1. Introduction

Change is inevitable, pervading all human activities at different levels and scales. As the Greek philosopher, it can be abrupt or slow over time, but it is always present. While certain changes wield enduring consequences, others create short-term impacts characterized by either anticipated or unanticipated outcomes. Furthermore, change is not always smooth; resistance may arise from within, such as employees or external stakeholders.

In organisations, changes are rarely a pet project of egotistic leadership. They are often triggered by internal or external tensions. Internally, a grapevine conversation, the ordinary resignation of an influential line manager, and the arrival of a new CEO can trigger changes that will set the organization on a new path with far-reaching consequences. Market dynamics, socio-cultural influences, and political events can bring tensions to an organization. In our globally connected world, every organization is exposed to external pressures, albeit with varying magnitudes. Environmental, Social, and Governance (ESG) and Diversity, Equity, and Inclusion (DEI) are all triggering changes in how organizations conduct business and view themselves (Zafar, 2014, Alkaraan et al., 2022). Geopolitical events, political upheavals, and leadership changes, whether unfolding in the Middle East, the Sahel region, Europe, or North America, can act as catalysts, setting off a chain reaction that necessitates adjustments in the future direction of an organization. The challenge with change is that it takes on the form and complexity of the underlying problem—from simple, well-defined issues to volatile, uncertain, complex and ambiguous (VUCA) challenges, to wicked problems characterized by their interconnectedness and resistance to change (Bennis & Nanus, 1997)

Secondly, leaders could face a conundrum of "their trouble" (employees), "my trouble" (management), or "our opportunity" (organisation). Change unfolds in distinct phases: the pre-change preparation, the during-change execution, and the after-change consolidation, aligning with Lewin's model of unfreezing, changing, and refreezing (Lewin, 1947, as discussed in Hussain et al., 2018)

Each phase presents its own set of challenges and demands unique leadership skills and mindsets. The fallout from change is not without casualties and beneficiaries, as there will be winners who adapted, losers who resisted, and sinners who exploited the chaos for personal gains. It is therefore vital to see organizational change and its effects from a systems thinking perspective and to also embrace the human element, which recognizes that change revolves around people's journeys. Change leaders must embrace ambiguity since they will not always have all the answers or know all the right questions to ask. Also, leaders must adopt a growth mindset, viewing challenges as opportunities for growth.

In this article, the authors make a case for team leaders and executives to lead change by design. Change by design means modern leaders adopt a design thinking mindset, a systems thinking perspective, in leading change in their organizations. This is because there are interlooping connections and knock-ons between actors and actions and that change revolves around people's lives and journeys, hence a human-centered approach must be at the center of the design.

2. Literature Review

2.1 Design Thinking

Tim Brown, a leading proponent of Design Thinking and its application, defines design thinking as a human-centered approach to innovation that draws from the designer's toolkit to integrate the needs of people, the possibilities of technology, and the requirements for business success (Brown, 2008). Rosch et al. (2023) build on multiple views of design thinking experts to define design thinking as an iterative problem-solving approach that emphasizes user needs, incorporates a multidisciplinary perspective, and employs specific methods such as creative thinking, visualization, and experimentation.

Both Brown (2008) and Rosch et al. (2023) agree that design thinking is a process that places a strong focus on user needs. Emphasizing these needs helps in identifying potential user requirements for innovation (Brown, 2008; Rosch et al., 2023). As a methodology, design thinking requires a mindset that centers people and their needs at the heart of the problem-solving process (Voltage Control, 2022)

Since coming mainstream, design thinking has seen a multiplicity in frameworks by thought leaders. Despite differences in terminology, they all emphasise 6 core principles that ensure that solutions or innovations developed are desirable, viable and feasible. These principles include empathy, problem reframing, divergent and convergent thinking, iterative ideation, prototyping and testing and multidisciplinary collaboration (Dam & Siang, 2020)

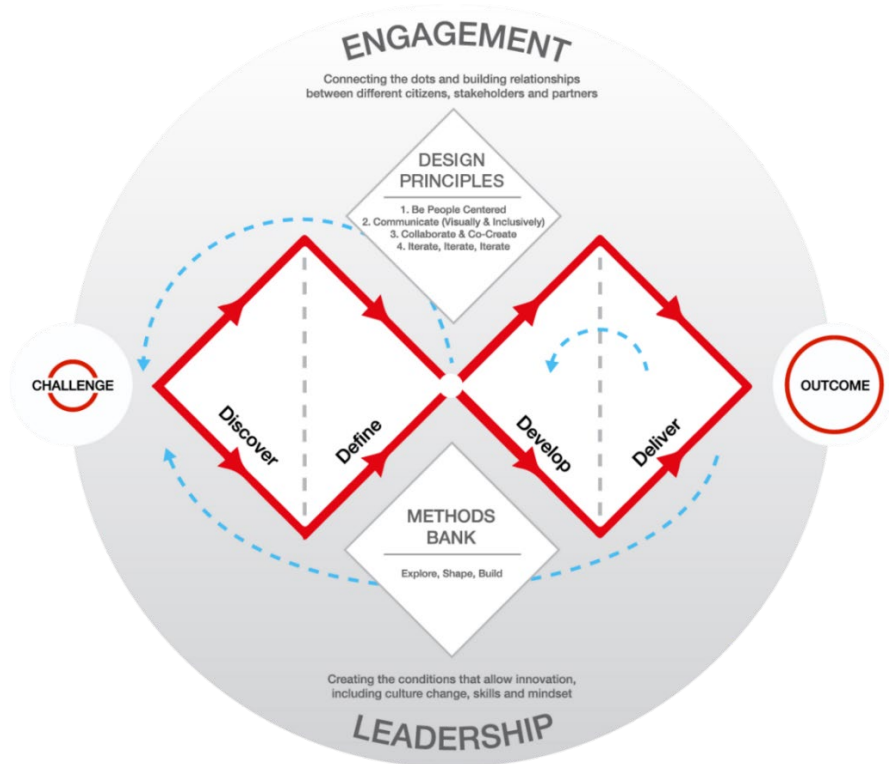
Desirability refers to how much people want the solution or innovation and whether it meets their deeper needs and desires. Feasibility determines if the solution is technically possible, while viability checks if the solution is financially sustainable. A solution must balance all three elements: desirability, feasibility, and viability to be successful (O'Donoghue, 2023)

In this article, we adopt the Double Diamond framework advanced in 2005 by the Design Council of the UK. This framework, adapted from Banathy's 1996 divergence-convergence model emphasizes divergent and convergent thinking.

The double diamond framework as depicted in Figure 1 below, shows the process from when a challenge is identified to when it is completed and implemented for desirable outcomes. These processes are Discover, Define, Develop and Deliver. The framework also shows the iterative nature through the dotted arrow lines. The process of iteration allows for continuous learning and improvement and therefore the opportunity to

benefit from feedback and insights. Design thinking is deliberate about encouraging multi-disciplinary teams to collaborate, with a bias towards action, experimentation, and learning from failures. Most importantly it requires leadership that creates the conditions for innovation to happen and engagement, the process of connecting the dots and building collaborative relationships with stakeholders (Design Council , 2024).

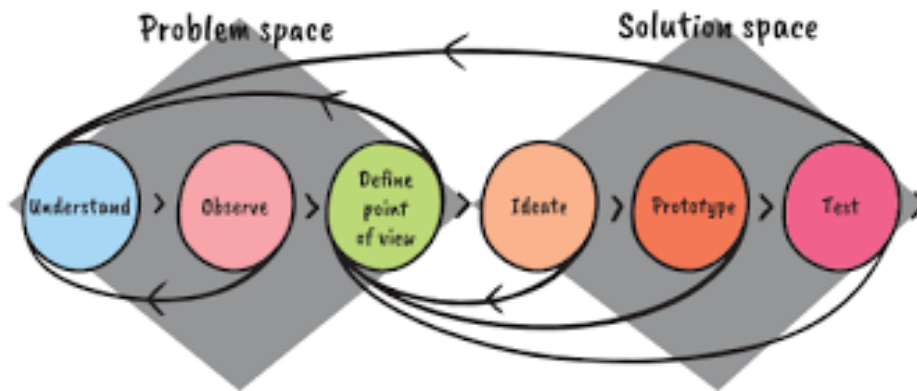
Figure 1 The Double Diamond Design Thinking Framework



Source: (Design Council , 2024)

Lewrick et al., (2018) provide a modification of the double diamond framework by labelling the diamonds as problem and solution spaces to distinguish the mindsets required in the process. (Fig 2.). Instead of a 4 stage process, they advocate a 6-step process – understand, observe, define point of view, ideation, prototyping and testing. A careful comparison of the two approaches shows agreement on the core principles of design thinking and supports the interchangeability of both frameworks. (Fig 2). Discover and Define involves understanding, observing and defining a user-centered point of view statement while Develop and Deliver involve ideation, prototyping and testing solutions before implementing them.

Figure 2: Lewrick et al. modification of the double diamond



Source: (Lewrick et al., 2018)

The problem space in the Double Diamond framework requires a mindset focused on deeply understanding the challenge devoid of assumptions. This involves engaging with and observing how the stakeholders affected respond to the challenge in order to correctly frame and define the challenge faced.

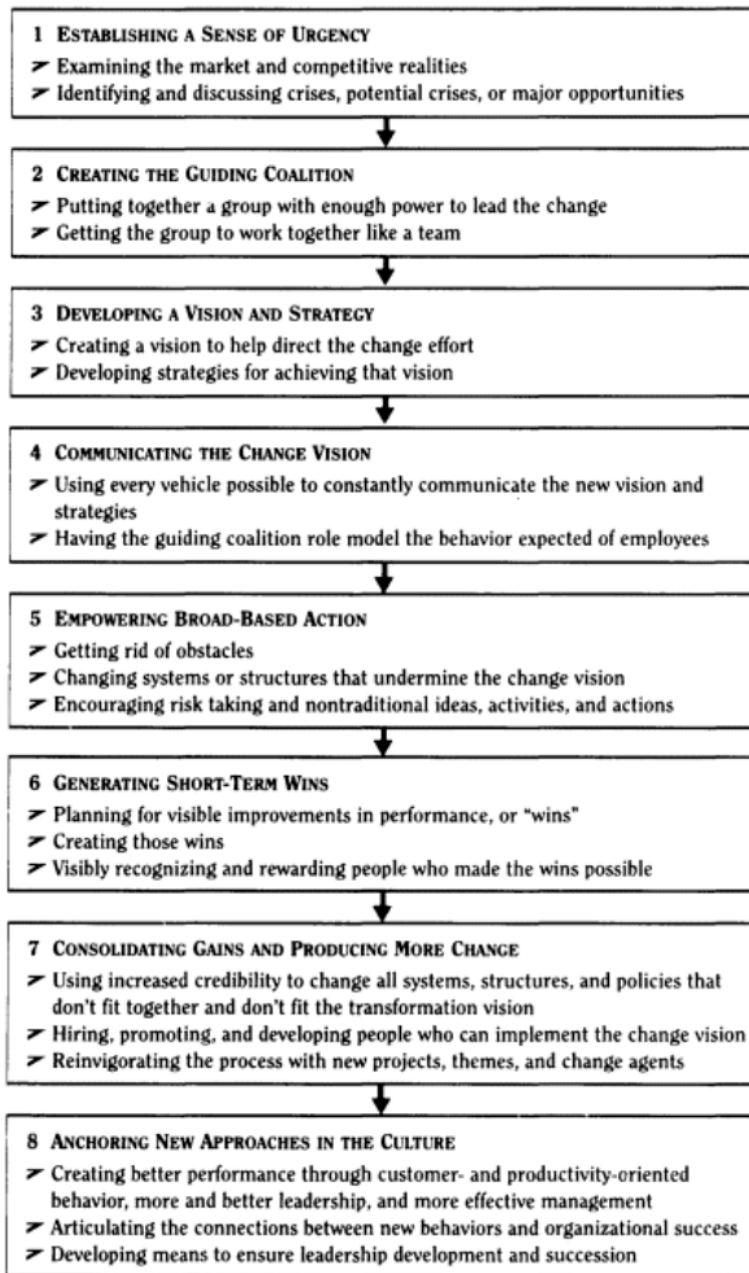
The second diamond, the solution space, requires a different mindset, one that is creative, collaborative and iterative. This developing stage involves brainstorming and ideation, encouraging divergent thinking to explore a wide range of possibilities. The delivery stage then focuses on convergent thinking, where these ideas are evaluated and the most desirable selected for prototyping, testing and implementation.

2.2 John Kotter's Eight Step Process of Successful Change

To understand the process of change, the authors reviewed John Kotter's "Leading Change" published in 2012. Kotter utilizes a fable about penguins dealing with a melting iceberg to illustrate change challenges and strategies. The steps outlined in the book were then juxtaposed with the design thinking process, specifically Lewrick et al., (2018') adapted double diamond model, to assess how the design thinking framework can effectively facilitate change implementation.

In Kotter's eight-step process (Kotter, 2012), he outlines eight critical errors in organizational change: neglecting complacency, emphasizing urgency, insufficient leadership support, undervaluing the power of vision, under-communicating the vision, not removing obstacles to the new vision, failing to achieve short-term wins, prematurely declaring victory, and neglecting to anchor changes in corporate culture for long-term success. To address these challenges, he outlines an eight-step process to guide leaders handed the responsibility to transform their organizations or lead change. Figure 3 below outlines the eight steps:

Figure 3 Kotter's Eight Step Process For Creating Effective Business Changes



Source: Adapted from John P. Kotter, "Why Transformation Efforts Fail," *Harvard Business Review* (March-April 1995): 61. Reprinted with permission.

Source: (Kotter, 2012):21.

Kotter emphasizes strict adherence to the sequence of the steps and summarizes them into four major stages as follows:

1. Set the Stage: Help all the stakeholders see the need for the change.
2. Decide What to Do: Develop the vision for the change and the strategy to attain it.
3. Make it Happen: Ensure that there is communication between stakeholders and that each understands what is required for the change to be effected.
4. Make It Stick: Create a new culture/behavior.

Kotter's widely recognized eight-step change process, while comprehensive and brilliant, is not without its limitations. A design thinking perspective reveals critical blind spots that, if addressed, can augment its effectiveness. The absence of explicit provisions for iteration within the model inhibits adaptability to evolving circumstances, suggesting the need for a more flexible and responsive approach. The omission of a formalized piloting phase before full execution introduces the risk of unforeseen challenges and potentially costly undertakings. The model also falls short in explicitly addressing the inherent elements of ambiguity and fear in organizational change, from the viewpoint of stakeholders. Change of any kind revolves around people's lives, goals, experiences, and the meanings they attach to potential outcomes. This unique connection often determines whether individuals will resist or accept change. Furthermore, the model lacks a dedicated focus on empathy and human-centeredness, essential for comprehending stakeholders' perspectives and needs.

Subordinates, or employees, are key components of an organization's success and effectiveness in managing change (Alagoa, 2015, quoting Offerman, 2004). A qualitative study by Nasamu (2023), using Kotter's eight-step change model, identified themes such as effective communication and sustained employee engagement. The study emphasized that leveraging employee engagement is crucial for successful change implementation and advocated for managers to identify appropriate problem-solving strategies while recognizing the importance of continuous communication. However, many change initiatives fail to adequately involve employees. For example, it is estimated that about 70% of organizations in the US attempting to implement change do not succeed due to a lack of employee involvement (EWF International, 2023)

Our emphasis on multi-stakeholder communication as a crucial element in change management is supported by Pollack and Pollack (2015), who highlight the importance of effective communication in their study of Kotter's eight-stage process. Their research, based on action research in a major organizational change, underscores that while Kotter's model is typically seen as a linear sequence, successful implementation requires engaging at multiple levels within the organization. This involves facilitating ongoing communication and adapting the change process to local contexts, reflecting the complexity and need for dynamic, multi-level engagement throughout the change process.

Lastly, Kotter’s model does not address organizational change and its effects from a systems thinking perspective, which views problems as part of an overall system with interrelationships and interdependencies both within and outside the organization. This critique aligns with Kogetsidis (2012), who argues that a systems thinking perspective is crucial for effective change management.

3. Research Goal

The authors propose a framework to support leaders leading change in organisations. The framework uses the design thinking approach, specifically the double diamond framework, to outline the change process that leaders should employ to ensure effective change implementation. This new application of the double diamond thus seeks to provide a framework that can significantly improve change leaders' execution success, enhance communication among internal stakeholders at different levels, and provide a foundation for future empirical studies.

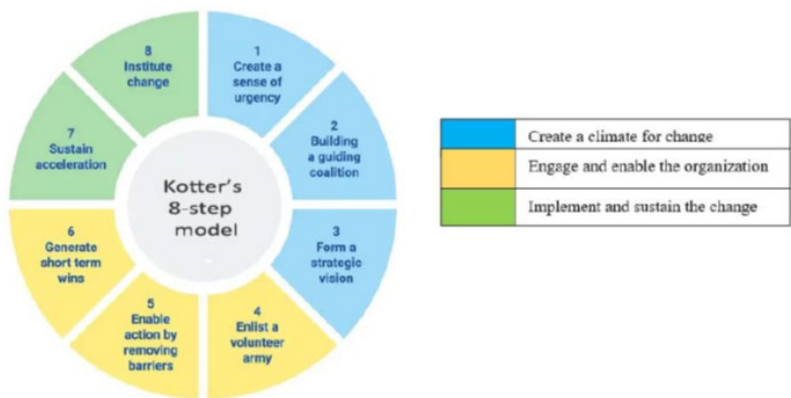
4. Methodology

To understand the process of change, the authors reviewed Kotter's “Leading Change” published in 2012. Kotter utilizes a fable about penguins dealing with a melting iceberg to illustrate change challenges and strategies. The steps outlined in the book were then juxtaposed with the design thinking process, specifically the double diamond model, to assess how the design thinking framework can effectively facilitate change implementation. In this framework we use the terminology “users” and stakeholders interchangeably. Users are the personas or people or stakeholders involved and affected by the problem (Interaction Design Foundation, 2024).

5. Results - An Integrated Framework

To make change more successful, Kotter’s model can be organised into 3 phases, to create, to engage and enable and to implement and sustain as shown in the figure below.

Figure 4 Kotter’s 8 Step process organised into 3 phases



Source: (Limelights, n.d.)

All 3 phases would all require communication with relevant internal stakeholders/employees. To do that effectively, we are proposing the use of the double diamond design thinking framework.

5.1 Synthesis: Merging Design Thinking with Kotter's Eight Steps

By merging Kotter's Eight Steps with the Design Thinking's Double Diamond, we can create a holistic approach to change management. The integrated framework retains the structured, step-by-step nature of Kotter's process, ensuring clarity and focus, while embedding the iterative, user-centered principles of Design Thinking.

- **Create a Sense of Urgency (Discover/ Understand and Empathise)**
 - **Problem Space Mapping:** Begin by mapping out the problem space to understand the who, when, how, what, why, and where of the problem at stake. Conduct thorough analysis and user research through direct observations and interviews with affected users and stakeholders.
 - **Understand & Empathize:** Utilize Design Thinking techniques to explore the current state, connected meanings, pain points, and desired gains from a range of stakeholder perspectives. Engage stakeholders through interviews, observations, and feedback to gain deep insights.
 - **Analyze Interconnections:** Use the data collected from problem space mapping and stakeholder engagement to identify interconnections that influence the urgency of the change and its implications for the stakeholders.
- **Create the Guiding Coalition (Discover/Define Problem)**
 - **Understanding & Reframing:** Assemble a diverse, multidisciplinary team to bring different perspectives for problem reframing and definition.
 - **Leverage Collaboration:** Use Design Thinking's collaborative approach to encourage open dialogue and shared insights, conducting workshops and co-creation sessions to align the team on vision and solution options.
 - **Systems Thinking Integration:** Ensure the coalition includes members who understand system dynamics to provide a holistic view of the change process.
 - **Empower the Team:** Encourage the team to adopt a Design Thinking mindset, emphasizing experimentation, collaboration, process-minded approaches, and a bias towards action.
- **Develop a Vision and Strategy (Define Solution / Ideation & Prototyping)**
 - **User-Centered Ideation:** Engage in ideation sessions guided by POVs and HMWs to generate ideas for the change and how it will be implemented in a way that addresses underlying needs, jobs to be done, pains, and gains.
 - **Define Vision:** Let the coalition team define the vision of the desired change based on the insights from the co-creation and ideation sessions.
 - **Prototyping:** Use Design Thinking tools such as storyboards and value blueprints to create compelling visualizations of the change vision. Storyboards help illustrate the vision in a narrative format, while value blueprints map out the entire change journey process, including front-stage and back-stage interactions, to design the overall experience.

- **Map Impact:** Assess the impact of the change on the broader system to anticipate external responses.
- **Communicate the Change Vision (Testing)**
 - **Develop Communication Plan:** Craft a communication strategy that uses storytelling to connect with stakeholders.
 - **Empathetic Storytelling:** Utilize Design Thinking's focus on empathy to create compelling stories of the defined vision, change and impact, ensuring the messages resonate deeply with stakeholders to drive the desired response.
 - **Test & Iterate:** Evaluate communication strategies with a section of stakeholders and affected users, gather feedback, and refine based on the feedback received.
- **Empower Broad-Based Action (Deliver / Implement)**
 - **Identify and Remove Obstacles:** Utilize insights from persona, empathy maps, and journey maps developed in earlier steps to identify potential challenges and obstacles. Collaborate with stakeholders to address these obstacles by distinguishing between non-negotiables and negotiables, exploring trade-offs, and determining empathetic compensations.
 - **Change Systems or structures:** Apply insights from user feedback, prototyping and value blueprints to redesign systems and structures that could potentially undermine the change process. Ensure these changes align with user needs and improves the experience.
 - **Enhanced Engagement:** By focusing on user needs and perspectives, a user-centered approach ensures that all stakeholders are actively involved and invested in the change process. This engagement builds a sense of ownership and commitment to the change, making it easier to mobilize action across the organization.
- **Generate Short-Term Wins (Deliver/Implement)**
 - Planning for visible improvements:
 - a) Define measurable goals based on the identified user needs and feedback, focusing on what is desirable, feasible, viable and impactful
 - b) Formulate test hypothesis about important components of the change project to help validate assumptions and guide future iterations.
 - c) Establish metrics to use to measure users' satisfaction and prototype effectiveness.
 - Create Those Wins:
 - a) Pilot the change project's prototype with a representative or test batch of users to create quick wins. Gather feedback to make iterative adjustments to improve where necessary.

- b) Focus on delivering improvements that address key user pain points and provide immediate visible benefits.
- Visibly recognise and reward:
 - a) Co-create compelling impact stories with test users to showcase the successes and positive outcomes of the piloted project, and communicate these to all stakeholders to highlight the change's impact.
 - b) Create change agent champions among influential stakeholders and celebrate the contributions of sub-teams within the stakeholder groups.

➤ **Consolidate Gains and Produce More Change (Deliver/Iterative Implementation)**

- Using Increased Credibility to Finalize Systems, Structures, and Policies:
 - a) Analyze feedback from the pilot phase to pinpoint areas requiring adjustment.
 - b) Make refinements to the pilot, ensuring that the updated systems, structures, and policies fully address user needs and align with the organization's change vision.
 - c) Implement with a mindset of iterative improvements to accommodate unexpected changes.
 - d) Use a show-not-tell storytelling approach to craft compelling narratives that illustrate the change journey. Utilize visuals, real-life examples, and testimonials to vividly communicate the impact and benefits of the updated changes to all stakeholders to build credibility.
- User-Centered Recruitment and Development: Focus on hiring and developing individuals who understand and are committed to the user-centered approach. Provide training on human-centered design principles to ensure they can effectively implement the change vision.
- **Reinvigorating the Process with New Projects, Themes, and Change Agents:** Continue to involve users in identifying new projects and themes that align with the change vision. Empower change agents who can advocate for user-centered design in the organisation.

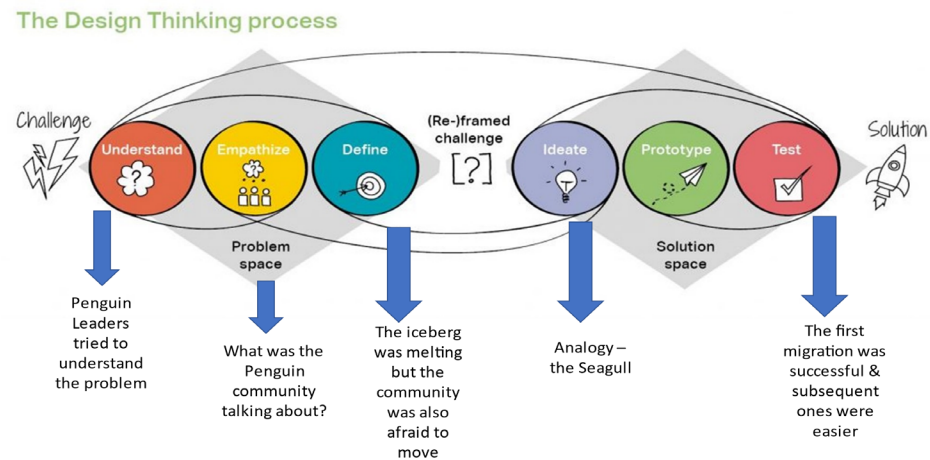
➤ **Anchor New Approaches in the Culture (Deliver)**

- Engagement: Connect the dots and build relationships between different users, stakeholder groups and partners to keep the engagement live
- Leadership: Create the conditions that allow innovation, including culture change, skills and mindset in the organisation
- Embed user-centered practices into the organizational culture.
- Utilize Design Thinking workshops and training to reinforce new behaviors.
- Measure impact and use data to drive continuous improvement.

By integrating Kotter's structured change process with the flexible, user-centered principles of Design Thinking, organizations can navigate change more effectively we demonstrate how change leaders can achieve a much more effective stakeholder centered change process.

We further illustrate the complementarity of both models by in Figure 5, using Kotter’s penguin analogy and Lewrick’s modified Double Diamond.

Figure 5 Illustration of change process using Kotter’s Penguin analogy and the design thinking framework



Artwork source: Lewrick et al., 2018

Design Thinking offers a unique learning and implementation experience for leaders and implementers by emphasizing empathy and user-centeredness, which is quite distinct from other frameworks or processes which often emphasize a command and control approach.

According to Rösch et al. (2023), citing Carlgren et al. (2016), several implementation challenges can arise when integrating design thinking into organizations. These challenges include a misfit with existing processes and structures, difficulty in implementing resulting ideas, clashes between organizational cultures and design thinking principles/mindsets, threats to existing power dynamics, and different communication styles. They further cite Coco et al. (2020) to highlight the tensions new adopters of design thinking face, such as conflict between the demand for control and disruption, conflict between deductively solving problems and inductively generating ideas, and conflicting demands for facts versus new ideas. Despite these challenges, these tensions offer the benefit of a unique learning journey for implementers.

However, as we have demonstrated with the Double Diamond design thinking framework, cultivating an openness to engage and having the right leadership provide the right conditions for implementing a design thinking approach to change

management. Design Thinking can align with organizational culture and complement existing processes (Carlgren et al., 2016). Rather than colliding with them, it enhances execution and impact by bringing a user-centered approach to the change process.

Starostka et al. (2021) have opined that the conditions for successful DT implementation depend on how and at what levels it is applied. In the case of specific projects, Hölzle and Rhinow (2019) advocate for creating organizational conditions to prevent design thinking from conflicting with existing project management guidelines.

6. Conclusions

Implementing change within organizations requires the use of resources including time and human resources. Change efforts often fail, and in the case of success, the fall outs are often unfavourable for the main actors – the stakeholders

In this article, we have demonstrated the possibility and benefits of leading change in organisations using design thinking with Kotter's 8 step process. Adopting a design thinking approach is a game changer in facilitating successful change, as outlined in the provided framework. By placing change implementation process in the design thinking process, change leaders can lead their organisations to implement desirable, viable and feasible change processes.

There are still opportunities for further research in assessing the what, why and how design thinking drives change implementation in an increasingly complex human society.

References

- Alagoa, H. (2015). *Leadership Approaches for Effective Organizational Change: The Case of Henry Anderson Consulting Engineers Adding Construction Supervision to its Portfolio of Consultancy Services While Maintaining a Fixed Technical Staff Strength*. Social Science Research Network (SSRN).
- Alkaraan, F., Albitar, K., Hussainey, K., & Venkatesh, V. (2022). Corporate transformation toward Industry 4.0 and financial performance: the influence of environmental, social and governance (ESG), Technological Forecasting and Social Change. *Technological Forecasting and Social Change*, 175.
- Bennis, W. G., & Nanus, B. (1997). *Leaders:Strategies for Taking Charge*. HarperBusiness.
- Brown, T. (2008). Design Thinking. *Harvard Business Review*.
- Carlgren, L., Elmquist, M., & Rauth, I. (2016, July 25). The Challenges of Using Design Thinking in Industry - Experiences from Five Large Firms. *Creativity and Innovation Management*, 25(3), 344-362.
- Dam, R. F., & Siang, T. Y. (2020, June 8). *10 Insightful Design Thinking Frameworks: A Quick Overview*. Retrieved from Interaction Design Foundation (IxDF): <https://www.interaction-design.org/literature/article/design-thinking-a-quick-overview>
- Design Council . (2024). *Framework For Innovation*. Retrieved from Design Council : <https://www.designcouncil.org.uk/our-resources/framework-for-innovation/>

- EWf International. (2023, March 15). *Organisational Change Success*. Retrieved July 2024, from ewfinternational.com: <https://ewfinternational.com/organizational-change-management-success-employee-buy-in/>
- Hölzle, K., & Rhinow, H. (2019). The Dilemmas of Design Thinking in Innovation Projects. *Project Management Journal*, 50(4), 418-430.
- Hussain, S. T., Lei, S., Akram, T., Haider, M. J., Hussain, S. H., & Ali, M. (2018). Kurt Lewin's change model: A critical review of the role of leadership and employee involvement in organizational change. *Journal of Innovation & Knowledge*, 3, 123-127.
- Interaction Design Foundation. (2024). *Design Thinking*. Retrieved July 2024, from Interaction Design Foundation: <https://www.interaction-design.org/literature/topics/designthinking>
- Kogetsidis, H. (2012, Jan 01). Critical Systems Thinking: A Creative Approach to Organizational Change. *Journal of Transnational Management*, 17(3), 189-204.
- Kotter, J. P. (2012). *Leading Change* (1R ed.). Boston, Massachusetts: Harvard Business Review Press.
- Lewrick, M., Link, P., & Leifer, L. (2018). *The Design Thinking Playbook: Mindful Digital Transformation of Teams, Products, Services, Businesses, and Ecosystems*. Wiley.
- Limelights. (n.d.). *How Kotter's 8 steps change model helps you to facilitate change*. Retrieved from Limelights: <https://www.limelights.com/blog-post/how-kotters-8-steps-change-model-helps-you-to-facilitate-change>
- Nasamu, I. (2022). *Strategies for Employees to Effect Change to Improve Performance of Public Organizations*. Retrieved from Walden Dissertations and Doctoral Studies: <https://scholarworks.waldenu.edu/dissertations/13633>
- Nasamu, I. (2023). Strategies for employees to effect change to improve performance for public organisations. *Journal of Accounting, Business and Finance Research*, 17(1), 1-9.
- O'Donoghue, J. (2023, January 4). *IDEO's Desirability, Viability, Feasibility Framework: A Practical Guide*. Retrieved July 2024, from MakeIterate: <https://makeiterate.com/ideos-desirability-viability-feasibility-framework-a-practical-guide/>
- Pollack, J., & Pollack, R. (2015, March 23). Using Kotter's Eight Stage Process to Manage an Organisational Change Program: Presentation and Practice. *System Practice and Action Research*, 28, 51-66.
- Rosch, N., Tiberius, V., & Kraus, S. (2023, December 18). Design Thinking For Innovation: context factors, process and outcomes. *European Journal of Innovation Management*.
- Rösch, N., Tiberius, V., & Kraus, S. (2023, December 18). Design thinking for innovation: context factors, process, and outcomes. *European Journal of Innovation Management*, 26(7), 160-176.
- Starostka, J., Evald, M. R., Clarke, A. H., & Hansen, P. R. (2021). Taxonomy of Design Thinking Facilitation. *Creativity and Innovation Management*, 30(4), 836-844.

- Voltage Control. (2022, February 9). *Design Thinking*. Retrieved from Voltage Control: voltagecontrol.com
- Zafar, F. (2014). Organisational change and dealing with employees' resistance. *International Journal of Management Excellence*, 2(3), 237-246.