Instructions

This assignment will discuss and emphasize the importance of a change management process and a critical process for the strategy review having in consideration the content and objectives of the research. With the aim of conducting an in-depth analysis of this current, complex and emerging subject through a critical evaluation, synthetizing and interpreting the existing collection of academic literature, supported by theoretical models that support any change management process.

Change management concept

The change, either through a random or organized process, scientific breakthrough or just a vision or willpower is not something new. 2500 years ago, [Heraclitus](https://www.goodreads.com/author/show/77989.Heraclitus) quoted that “*The Only Thing That Is Constant Is Change*”. This old quote is fully updated, and it is applicable to multinational organizations, local or medium size business or even in our personal daily life.

Considering the speed that business activity introduces market changes, most organizations show significant limitations to simply keep operating. Conservative and traditional cultural organization systems are in opposition to a fast, reliable and proactive mindset that is key for the organization survival. However, over the time, organizations start to be more sensitive to a new tool for the business operations, the ‘Change Management.’ What is Change Management?

Change management refers to the adoption of an idea, procedure, process or behaviour that is new to an organization (Pierce & Delbecq, 1977). According to Prosci, “*change management is the process, tools and techniques to manage the people side of change to achieve the required business outcome*”. To achieve an optimized and desired performance via Change Management, it is important that each element of the organization works collaboratively.

However, there are always different types of personalities in one organization, more passive, too active, stubborn, or neutral. Because of these differences, a leader must drive the process to one direction. Change management process is also based on different organizational tools that can be used to help individuals make successful personal transitions resulting in the adoption and realization of change.

*Change management process steps*

As presented in the change process needs to be supported by a project (managed) to promote and facilitating the movement of an organization from a current state, through a transition state to a desired future state with new processes, systems, organizational structure, etc.

In addition, the role of the sponsor (Project manager) and active support that change needs to receive from the sponsor should take into the consideration for more effective Change Management. Change is usually, an externally driven process, focusing on how organizations respond and adapt to their environment to increase their legitimacy and chances for survival.

After reviewing literature that explain the meaning of change management and described the *Change management process steps*, it is apparent that the theory based evidence presented drives the case that change must occur for Norwegian fuel service companies in response to the transformations already happening in the industry of mobility. Due to the dynamics of the change, it is more imperative than ever to create robust plans to facilitate and encompass the transformations required. The transition from the combustion engine to the vehicle electrification will require that the fuel service companies in Norway create a complete transformation, evolution and innovation in their business model in order to embrace this change. The companies will need to assume their own “transition” process in order adapt to the future scenario.