



## Research References: The Kotter Change Model

### Research Related to Seeing a Need for Change

<sup>1</sup> Nadler, D., & Tushman, M. (1989). Organizational Frame Bending: Principles for Managing Reorientation. *Academy of Management Executive*, 3(3), 194-204; Pettigrew, A. (1987). Context and Action in Transforming the Firm. *Journal of Management*, 24(6), 649-670.

<sup>2</sup> Gist, M., Schwoerer, C., & Rosen, B. (1989). Effects of Alternative Training Methods on Self-Efficacy and Performance in Computer Software Training. *Journal of Applied Psychology*, 74(6), 884-891.

### Research on the Importance of Vision

<sup>3</sup> See House, R. J., Javidan, M., Hanges, P., & Dorfman, P. (2002). Understanding Cultures and Implicit Leadership Theories Across the Globe: An Introduction to Project GLOBE. *Journal of World Business*, 3-10.

<sup>4</sup> See for example Dumdum, U. R., Lowe, K. B., & Avolio, B. J. (2002). A Meta-analysis of Transformational and Transactional Leadership Correlates of Effectiveness and Satisfaction: An Update and Extension. In B. J. Avolio, & F. J. Yammarino (Eds.), *Transformational and Charismatic leadership: The Road Ahead* (pp. 35-66). Oxford: Elsevier Science; Yukl, G. A. (1999). An Evaluation of Conceptual Weaknesses in Transformational and Charismatic Leadership Theories. *The Leadership Quarterly*, 10(2), 285-305; Carl, D. E., & Javidan, M. (2001). 'Universality of Charismatic Leadership: A Multi-Nation Study. *paper presented at the National Academy of Management Conference*, (p. 29). Washington DC.

<sup>5</sup> Awamleh, R., & Gardner, W. L. (1999). Perceptions of Leader Charisma and Effectiveness: The Effects of Vision Content, Delivery, and Organizational Performance. *Leadership Quarterly*, 10, 345-373.

### Research on Barriers to Change

<sup>7</sup> Ford, M. W., & Greer, B. M. (2006). Profiling Change: An Empirical Study of Change Process Patterns. *The Journal of Applied Behavioral Science*, 42(4), 420-446; Bovey, W. H., & Hede, A. (2001). Resistance to Organizational Change: The Role of Cognitive and Affective Processes. *Leadership & Organization Development Journal*, 22(8), 372-382.

<sup>8</sup> Damanpour, F. (1991). Organizational Innovation: A Meta-Analysis of Effects of Determinants and Moderators. *Academy of Management Journal*, 34(3), 555-590.

### Research on the Power of Making of Visible Progress

<sup>9</sup> Bandura, A. (1977). Self-Efficacy: Toward a Unifying theory of Behavioral Change. *Organizational Behavior and Human Decision Processes*, 50, 248-287; Bandura, A. (1986). *Social Foundations of Thought and Action: A Social Cognitive Theory*. Englewood Cliffs, NJ: Prentice Hall; Bandura, A. (1997). *Self-Efficacy: The Exercise of Control*. New York: W.H. Freeman and Company.

### Research on Balancing Short-Term & Long-Term Focus

<sup>10</sup> Boga, I., & Ensari, N. (2009). The Role of Transformational Leadership and Organizational Change on Perceived Organizational Success. *The Psychologist-Manager Journal*, 12(4), 235-251.

### Lack of Research Linking Transformational Leadership to Transformational Change

<sup>11</sup> Antonakis, J., & House, R. J. (2002). An Analysis of the Full-Range Leadership Theory: The Way Forward. In B. J. Avolio, & F. J. Yammarino (Eds.), *Transformational and Charismatic Leadership: The Road Ahead* (pp. 3-34). Amsterdam: JAI Press; Antonakis, J., & House, R. J. (2013). A Re-Analysis of the Full-Range Leadership Theory: The Way Forward. In B. J. Avolio, & F. J. Yammarino (Eds.), *Transformational and Charismatic leadership: The Road Ahead* (pp. 35-37). Amsterdam: JAI Press.





## Research on Difficulty Changing Organizational Culture

<sup>12</sup> Alvesson, M., & Sveningsson, S. (2008). *Changing Organizational Culture: Cultural Change Work In Progress*. New York, NY: Routledge.

## Research on Alternative Ways to Institutionalize Change

<sup>13</sup> Armenakis, A. A., Harris, S. G., & Field, H. S. (1999). Making Change Permanent: A Model for Institutionalizing Change Interventions. In W. Passmore, & R. Woodman (Eds.), *Research in Organizational Change and Development* (pp. 289-319). Greenwich: JAI Press; Ford, M. W., & Greer, B. M. (2006). Profiling Change: An Empirical Study of Change Process Patterns. *The Journal of Applied Behavioral Science*, 42(4), 420-446.

<sup>14</sup> See Note 13.

