

# Change management as an integral part of successful project management

## Utilization of change management steps in a change project in Production Company

A Master's Thesis submitted for the degree of  
"Master of Business Administration"

supervised by  
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## Affidavit

I, **INGE MURGASOVA**, hereby declare

1. that I am the sole author of the present Master's Thesis, "CHANGE MANAGEMENT AS AN INTEGRAL PART OF SUCCESSFUL PROJECT MANAGEMENT - UTILIZATION OF CHANGE MANAGEMENT STEPS IN A CHANGE PROJECT IN PRODUCTION COMPANY", 80 pages, bound, and that I have not used any source or tool other than those referenced or any other illicit aid or tool, and
2. that I have not prior to this date submitted this Master's Thesis as an examination paper in any form in Austria or abroad.

Vienna, 13.09.2017

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Signature

## **ACKNOWLEDGEMENT**

I would like to thank everybody, who helped me to prepare my Master Thesis or supported me during my studies.

Special thanks to Mgr. Branislav Vargic, PhD., my supervisor, who contributed by valuable comments and advice; his personal attitude to me as the MBA student was really excellent and invaluable.

I would like to thank to the Company Manager, Ing. Karol Komárňanský for his support during the research and the staff of MATADOR Industries, a.s. in Dubnica nad Váhom, who participated at the research and thus helped me to obtain information needed to evaluate individual Kotter's steps.

Last, but not least, I would like to thank a lot to my family, especially my daughter Nicole, who supported me selflessly during the whole studies as always, when I was losing the willingness to continue with the studies she found the right words to encourage me.

## **Abstract**

The automotive industry in Slovakia is very important and dynamic industrial sectors. Its dynamism is reflected through OEMs (Original Equipment Manufacturer) to their suppliers and their employees themselves. Periodic changes are not just about customer referrals in production, as well as changes in technology, materials and demands for qualified people. All these changes in production companies don't happen erratically or individually. Successfully functioning company runs them through project management. Not all Tier suppliers have project management as formal organizational structure, it is usually linear structure. Through project management is a cross functional interaction of people in dealing with day-to-date business now very common.

This will be also due to Industry 4.0 and the trends that the automotive industry is expecting within next 15 years. Whether it's an intelligent car connected through Internet of Things, large data stored through cloud services or significantly higher robotics and automation in production processes.

This Master Thesis was based on the initial situation of some indicators before the change in MATADOR Industries, a.s. (eg. work productivity, OEE, costs of internal non-quality, fulfillment of planned contracts in %, recruiting cycle time, turnover of employees). Through the different steps of change management will follow how the project team managed achieved improvements in individual specified areas, how employees in the company perceive the change that has overlapped the entire company.

The survey gave us the answer which steps were implanted good and which ones weren't. Highlights the successful steps and key factory of success. As lessons learned be focused on those steps of change management which weren't implemented well.

For better understanding of the change management in the research the author of this Master Thesis chose the 8 steps of changes implementation method by J.P. Kotter. From the outcomes obtained by evaluating the questionnaires the author of the present Thesis found that none of the changes implementation steps is omitted, which creates a very strong basis. To improve the course of individual steps it will suffice to implement quite a small number of corrective measures. This finding is very interesting, because by strengthening just few competencies it is possible to achieve a strong acceleration of people and processes and to use this further in other activities, duties or processes..

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## 1. Introduction

The project management in automotive industry – if speaking about technical, technological or production projects – has its clearly defined management rules. Is it the same with the implementation of a project with change in thinking not only technical processes in a production company?

In MATADOR Industries, a.s., this involved also the processes in the area of the so-called non-technical areas such as HR and finances with the aim to:

- improve the work productivity by increasing the production permeability and performance volume
- building a modern company of European standard
- change in management skills of foremen to be able to manage the staff proactively
- implement formal communication with clearly defined roles and responsibilities
- transforming the KPI to the lowest management level in conjunction with the rewarding system
- build a platform for CIP.

The duty involved not only increasing the company's output by means of performance management through KPI. These objectives were focused on involving all the employees at all management levels and during the whole project term, building the team spirit and improvement of cooperation among departments through open naming of the issue and search for solutions.

The objective of the author of the present Master Thesis was to find, whether a non-technical project also follows:

- all the rules of project management including the application of 8 Kotter's steps
- and what was the perception of success of the individual steps of the change management with various project roles (employee, PM, manager).

The author in her Master Thesis will follow two hypothesis:

1. Successful change management through project management depends on the commitment of all employees and based up on progress of project's KPI's, I suppose that 75 % answers concerning change management will be answered positively.

2. Author of this Master Thesis expects that the best mastered step in the change management process was communication of needs for change which was devoted the most time. At least the questions related the communication will be given the highest average score of respondents. On the contrary, author of the Master Thesis assumes that the worst evaluated step in change management process will be getting the right people – influencers and involving them into decision making.

Further in-depth- reasoning on why the author of the Master Theses chose these objectives is described in part 1.3. of this thesis.

The Master thesis is divided into three main parts. The first part of the Master Thesis (chapter 2) describes the change management including 8 Steps-Processes or Accelerate's 8-Steps Process, why change management is becoming increasingly important for organizations in today's world of rapidly changing technology and innovation. And last but not least why companies in the automotive industry organize their day-to-day business based on project management (link to Industry 4.0).

The second main part of the Master Thesis (chapter 3) is analyzing the progress in selected KPI's the survey will be consisting of max 20 questions which will be focused on every of 8 Kotter's steps . Will give answers about employees commitment to successful change management through improved KPI values and how employees perceive the change linked to the projects'performance. Will find out which steps were implemented correctly and which ones have to be improved.

In The third part of the Master Thesis (chapter 4) the author of this Master Thesis will come to the conclusion that the communication will be the most important factor and find out the less successful steps in the change management in the project Communicating to the managers and project managers.

Hypothesis statement evaluation and conclusions are discussed in chapter 5.

### **1.1. Problem outline**

In the present environment it is very hard or even impossible to set optimum strategic objectives and set optimum strategies with constant validity for a long period of time. In its subject-matter, strategy is a compromise enabling

the organisation to go forward all the time. Strategy development and changes are a constant response of an organisation to the development of the business environment, whereas the strategy change itself is not only influenced by changes in the environment, but also changes of subjective approaches in the relevant organisation (Alex-Mečár, 2006, pg.55).

Companies get to situation of permanent confrontation with dynamic innovation and technological cycle and economic development causing that products and services become obsolete quickly. This development process is accompanied by advancing competition forcing the management into the change of the existing model (Papula, 1993, pg 148).

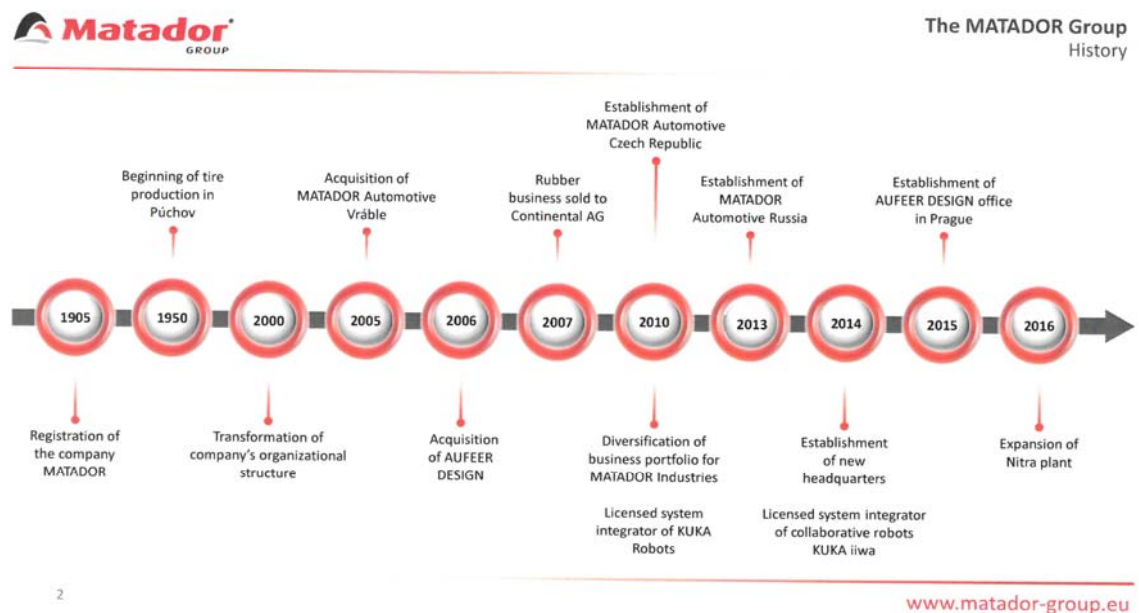
The key feature of an innovative organisation is flexibility. *Flexible organisation* can react to changes or new situations or start acting according to them, which leads to the necessity of communication. It is needed to minimise barriers existing among human resources in individual areas and take care of clearness and openness of communication channels. Adaptations focusing on new development and changes can be implemented in a flexible and open organisation quickly. An organisation does not become an innovative one just by accident. It is a final product of a quality management and its subject is represented by achieving the balance between management and freedom, independence of individual parts or departments and unity of the whole (Adair, 1996, pg.187-189).

When analysing potential change impact on individual parts of an organisation it is not only necessary to consider in what way the change influences directly the people in this area, but also imagine in what way the change proposed will influence the organisation as a whole. When doing this analysis an individual implementing the change – the so-called “change agent or factor” should consider that new ideas will probably not be understood correctly or will even be misunderstood, and in result of that he should ensure that everybody understands properly the change proposals, he should create sufficient space for discussion about responses to such proposals. It is necessary to try to understand the feelings and considerations of the ones, who will be affected by changes. It is the only way to alleviate or overcome useless troubles and explain potential unclear issues (Armstrong, 1999, pg. 393).



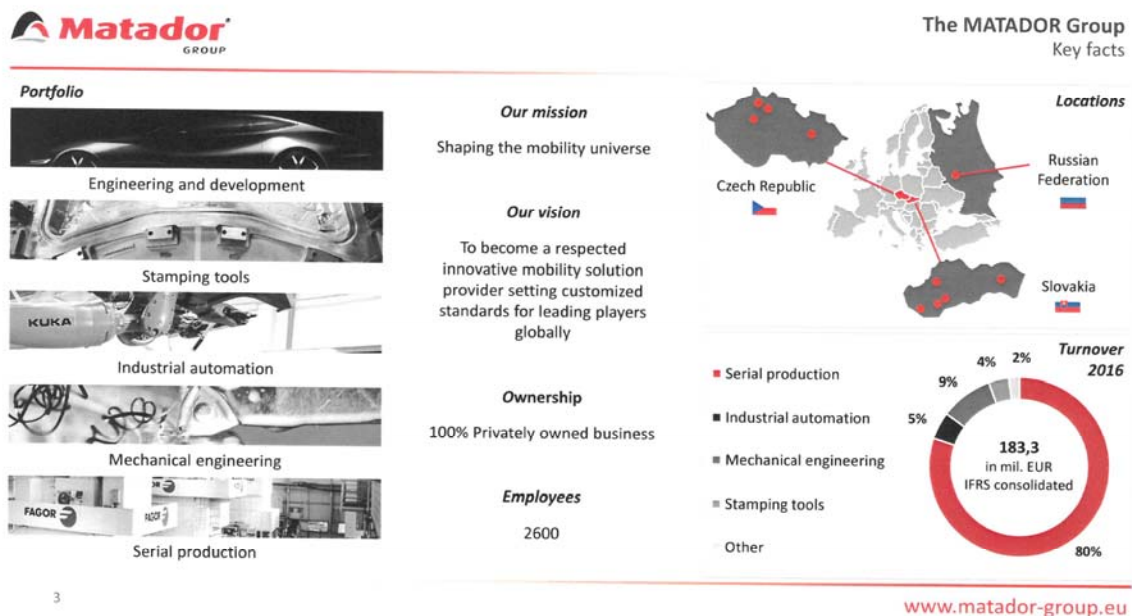
## 1.2. Research motivation and importance of change management

Constant pressure on the improvement of production and products and thus also the pressure of OEM producers on all their suppliers causes quick adaptation to changing conditions. This is linked to practically day-to-day changes in the production company MATADOR Industries, a.s. The production is contract-oriented in the field of general engineering, pressing tools and industrial automatisisation. These changes cannot take place without coordination, but systematically. The company as a major supplier for automotive industry has a project management implemented on a long-term basis. In recent 5 years it has undergone several major changes and these changes took place by means of controlled change management.



Picture 1: History of MATADOR Group <sup>1</sup>

<sup>1</sup> Company Marketing Presentation, v \_062017



Picture 2: Key Facts of the MATADOR Group<sup>2</sup>

The author of the present Master Thesis focused on all the steps of Kotter's change management and the objective was to find, whether all the steps took place correctly and also, what steps had the major impact on achieving the change and its sustainability. It was interesting to see, how employees and managers and individual Project Team members responded to the change.

### 1.3. Objectives of the research

The analysis of each step of change management in engineering company influencing improvement of selected KPI's; most important success factors in the process of change management including the potential for improvement.

Feedback analysis of individual respondents to change based on individual interviews and survey results.

For better understanding of the scope and focus of the change management project assessed by the author of the present Master Thesis the Tables 1 and 2 provide the project objectives and risk factors in exact scope as they were defined by the top management of MATADOR Industries, a.s..

<sup>2</sup> Company Marketing presentation, v\_062017

Objectives	Approach
Improving the work productivity by 32.5% by improving the production permeability through performance volume increase	Involving the MID staff to all the levels of the project management during the improvements creation and implementation
Building a modern company of a European standard	Project Team members training and coaching
Changing the management skills of foremen directed at proactive staff management	Stimulating and coaching the managers with the aim of exercising the correct leadership and acting as a role model for own subordinates
Training and building a team of internal consultants	Improving the company's output by means of performance management through KPIs
Implementing a formal communication with clear roles and responsibilities	Building a team spirit and improving cooperation among departments
Transforming KPIs to the lowest level and linking it to the rewarding system	Open naming of a problem and searching for solution

Table 1: Projects'goals and approach

Risk factors	Consequences	Required measures
Not all the company units accept the rules and outputs of the project	Quality of output, project delay, teams demotivation	Clear setting of roles and responsibilities within the project and organisation at the beginning of the project and intense control by the Project Team, whether the newly set rules are complied with by all the involved parties. Variable component will motivate to comply with the rules.
Different scope of project	Project delay,	Project Team will

and its objectives understanding	demotivation	evaluate regularly the project members and regularly discuss the situation with the Steering Committee members. Supporting measures will be adopted in case of not understanding the project needs by individuals/teams
Cooperation and coordination of various divisions/departments	Demotivation, project delay, quality of outputs	The project also involves the initiative of “Change Management” with the aim to help harmonising the objectives of divisions or trade and operations. The MID management must motivate teams to make efforts to achieve a common objective.
Staff resistance to changes	Potential project delay	Additional support by the Project Team and motivation. The set change management, communication and involving people from the bottom to the project
Capacity of the Project Team members	Quality of outputs, project delay	The MID management will provide sufficient time, space and conditions for active participation at the project.

Missing database	Too much workload to find the current condition	The Project Team will create conditions to collect data and will approve the database with the controlling.
Insufficient IT equipment	Impact on the scope of improving the permeability in production	The MID management must ensure the IT Department participation at the project from the very beginning. IT must solve on an ad-hoc basis all the drawbacks occurring and ensure efficient cooperation with external IT provider.
Insufficient technical and material equipment (tools, meters)	Impact on the scope of permeability improvement in the production	MID management must ensure availability of technical and material equipment.
Disagreement of Unions with some organisational changes	Impact on the scope of improving the permeability in production	MID management must be involved in proper way and negotiate with the Unions.
Calculating the project benefits	Inaccurate definition of project benefit	Setting several indicative KPIs that will lead us to where we are.
Rate of absence due to illnesses and potential terminations of staff employment contracts	Potential delay in project	The substitutes and flexibility of team members set from the project beginning. The HR will preferentially substitute the employees at key positions for the project.

Table 2: Initial SWOT analysis

#### **1.4. Hypothesis statement**

Taking into consideration all of the above mentioned elements of MATADOR Industries, a.s. in relation to all current changes, the author of this Master Thesis has formulated the following hypothesis for the research:

1. Successful change management through project management depends on the commitment of all employees and based up on progress of project's KPI's, I suppose that 75 % answers concerning change management will be answered positively.
2. The author of the Master Thesis expects that the best mastered step in the change management process was communication of needs for change which was devoted the most time. At least the questions related the communication will be given the highest average score of respondents. On the contrary, author of this Master Thesis assumes that the worst evaluated step in change management process will be getting the right people – influencers and involving them into decision making.

## **2. Change management in production company**

The current world of the automotive industry, OEMs and their suppliers face the pressure caused by the changes in technologies, materials used, requirements of customers and economic environment. If this branch of industry is to manage several trends such as digitalisation, mobile based-apps, cloud-based services, leveraging big data, IoT (Internet of Things) and smart connectivity it must definitively have not only the project management, but also the change management implemented in its processes.

There is an opportunity to do things in a better, simpler, more innovative and creative way than competitors in every branch of human activity. (Kudzbil, 2012, pg.103)

Change management (sometimes abbreviated as CM) is a collective term for all approaches to preparing and supporting individuals, teams, and organizations in making organizational change. It includes methods that redirect or redefine the use of resources, business process, budget allocations, or other modes of operation that significantly change a company or organization. Organizational change management (OCM) considers the full organization and what needs to change, while change management may be used solely to refer to how people and teams are affected by such organizational transition. It deals with many different disciplines, from behavioral and social sciences to information technology and business solutions.

In a project-management context, the term "change management" may be used as an alternative to change control processes wherein changes to the scope of a project are formally introduced and approved.<sup>3</sup>

Changes in business environment take place permanently, however, a common definition of the change management was only made in the former century, when several works describing the change management from various points and various business environments started to emerge. In the first half of the 20<sup>th</sup> century innovations were studied by the founder of innovations theory Schumpeter (1935, in: Blažek, Uhlíř 2002) mentioning innovations in respect to the so-called "mix of developmental changes in the process of production process renewal in a closed

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<sup>3</sup> [https://en.wikipedia.org/wiki/Change\\_management](https://en.wikipedia.org/wiki/Change_management), accessed on August 30, 2017

circle". Widely understood changes included not only the use of technical and technological processes, but also changes in production organisation, orientation to new markets and use of marketing tools.

The process starts to settle down gradually in various parts of the world and at the time of globalisation and extending EU the differences in the change management start to be suppressed, whereas adjusting and unification occur. Dynamic shift in the approach to innovations started in recent decades. This shift was influenced by the demand for system approach, globalisation tendencies, changes on world markets, changes in economic environment, constantly growing impact of science and implementation of new technologies, research and innovation activities (Prno 2008, adjusted). The term innovation is frequently linked to production (Crawford 19861, Valeta 19692 and others. in: Kováč 1993) or business (Prno 2008).

As the trailblazers of change management we may see Lewin ("theory of force field"), other major authors are Beckhard, Thurley, Quinn, Tushman, Bandura, Beer and the author of the present Master Thesis highlights also John Paul Kotter, whose understanding of the change management will be used mainly in the work.

## **2.1. Leading Change 8-Steps**

The author of the present Master Thesis decided for the 8 steps of changes implementation model defined by J.P.Kotter due to the complexity of the relevant model. However, there are also other views and we will introduce them in brief.

John Adair is a British professor and author of many books on leadership. He also wrote the work Efficient Innovation describing management of innovations in a company. Innovations are closely related to the change management. Adair simplifies leadership as three circles with intersections. The first circle represents the responsibility for the fulfilment of duties, the other one the responsibility for team and the third one illustrates the responsibility for individuals. For every function he defines signs of recommended behaviour.

Adair described the responsibilities in the circle individual-team-duty also in the concept of innovations management. "The company you work for comprises all its components including your and the team you belong to, but it is more than a sum of its parts and it has its own life." (Adair, 2004, pg.12)

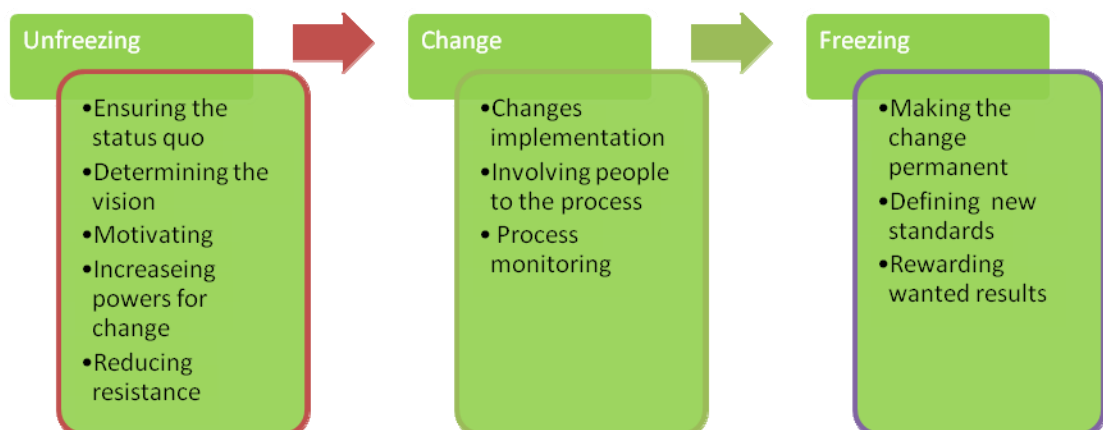


Kurt Lewin was a US psychologist seemingly having nothing in common with changes management, but in spite of that he prepared a three-stage model of change. He defined change management as three subsequent stages – unfreezing the current status – change – freezing (change stabilisation).

For unfreezing the current status we need a driving force or braking force with direct impact on the behaviour of people and can direct it in wanted direction. It is needed that people get to disturbing situation. Higher level of nervousness leads to visible need for change. It is needed to show what will happen, if the organisation does not change. (Robbins, 1992, pg.277)

During the change stage the management and employees start to implement new relations, methods and behaviour into practice. In this stage people test the changes proposed and subsequently the generally objectives and visions are modified to personal objectives and rules.

In the last stage, the change gets stabilised and it must also include fixation of new habits and changes, otherwise it is not probable that the change will be of long-term nature (Robbins, 1992, pg. 277).



Picture 5: Model of Kurt Lewin

John Paul Kotter in his eight steps of change management summarises several years of experience coming from the interviews with managers, whereas his knowledge may be summarised in four basic ideas (KOTTER, J.P., COHEN, D. 2003, pg.16):

- I. Successful firms support innovations linked to big changes (big leaps means a big win).
- II. A big change is a complex issue with the focus just on eight steps according to John P. Kotter.

- III. The main duty of all eight stages is the change of people's behaviour.
- IV. Change in behaviour is a matter of emotion and putting "heart" to the change process brings success.

Guiding change may be ultimate test of a leader – no business survives over the long term if it can't reinvent itself. But human nature being what it is, fundamental change is often resisted mightily by the people it most affects. Leading change is both absolutely essential and incredibly difficult. Nobody understands the anatomy of organisational change better than Harvard Business School professor John P. Kotter (Kotter, 2017).

Change implementation as presented by J.P. Kotter involves gradual performance of eight steps:

*Step 1: Creating a sense of urgency*

- Examining the market and competitive environment
- Identification of critical points, potential crises or major opportunities and discussing them

*Step 2: Building a guiding coalition able to assert and perform the changes*

- Creating a group that is sufficiently strong to manage the changes
- Making the group to work together as a team

*Step 3: Forming a vision and strategies*

- Forming a vision that will help to manage the change process
- Forming strategies to achieve the vision

*Step 4: Transformation vision communication*

- Using all the means available for constant communication about the new vision and strategies
- Leadership coalition as a sample of negotiating expected from employees

*Step 5: Delegating in wider scope*

- Removing barriers
- Changing systems or structures preventing transformation
- Supporting risky decisions and unusual thoughts, activities and procedures

*Step 6: Generating short-term wins*

- Planning visible improvements of performance, or more exactly "wins"
- Achieving the wins
- Visible recognising and rewarding of people participating at the win achievement

### *Step 7: Use of results and support for more changes*

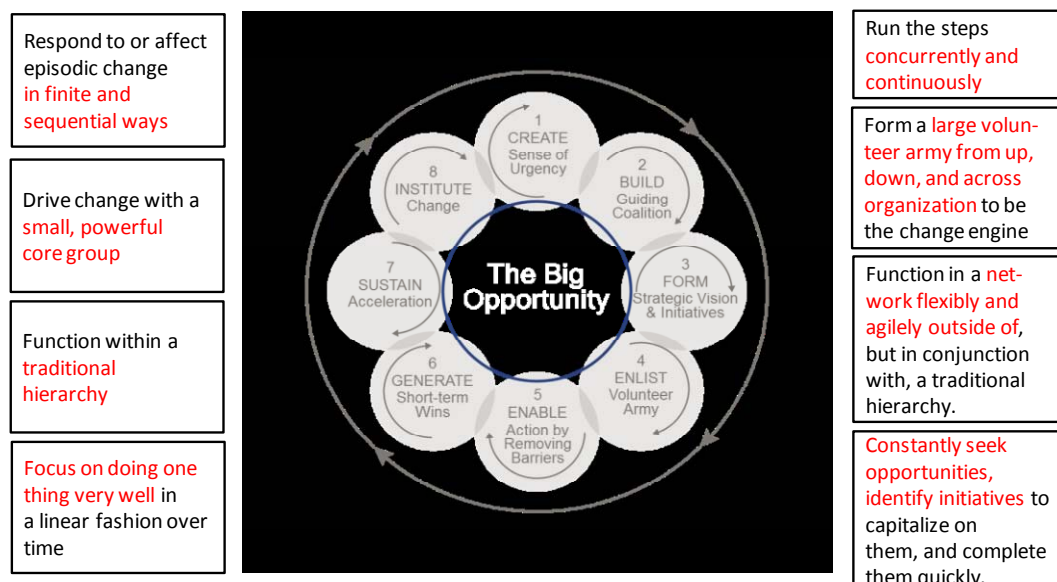
- Using the growth in confidence for the change of all systems, structures and procedures that are not in harmony and do not correspond to the transformation vision
- Employing, promoting and educating people capable of performing the transformation vision
- Reviving processes by constantly new transformation projects, ideas and components

### *Step 8: Instituting new approaches to corporate culture*

- Achieving better outcomes by means of customer-oriented behaviour and improving productivity, better leadership and efficient management
- Referring to relations between new behaviour models and company success
- Developing means for educating the managers and selection of proper successors

## **2.2. Accelerate's 8-steps**

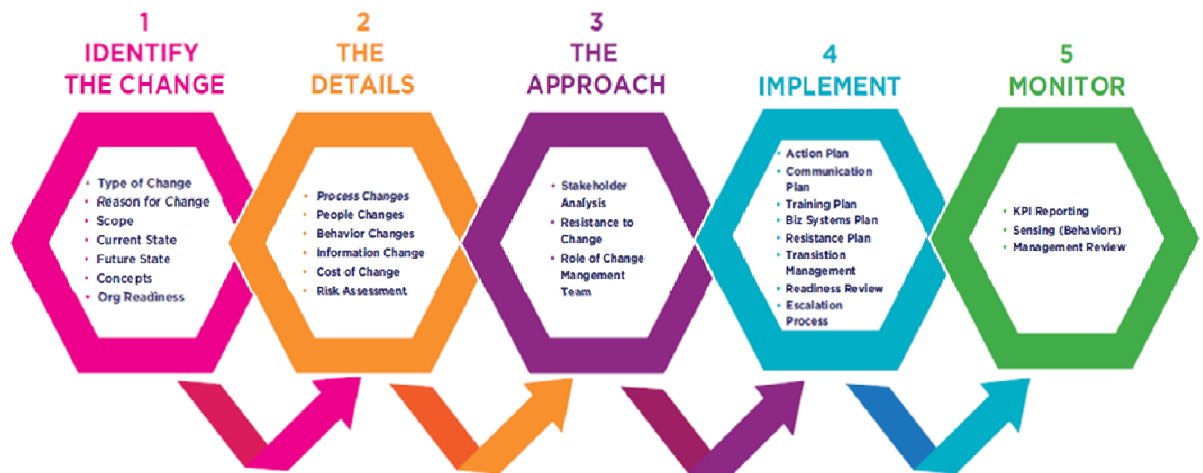
As it has been already stated by the author of the present Master Thesis in the beginning of the chapter, constant changes of environment and conditions led also to the update of changes process in 8 Kotter's steps, where Kotter based on the research points in his book Accelerate (2014) to the following differences:



Picture 3: From Leading Change 8-Steps to Accelerating 8-Steps<sup>4</sup>

<sup>4</sup> <https://www.kotterinternational.com/8-steps-process-for-leading-change>, accessed on August 24, 2017

To accelerate the changes it is needed to obtain and keep the biggest possible volunteer army of employees, because the number is a guarantee of the how quickly, entirely and intensely the change can be implemented. Short-term wins remained equally important in the Accelerate 8-Step Process as it was in Leading Change 8-Step Process. If the employees are involved not only culturally and organisationally but also financially on achieving minor short-term wins, their motivation is much bigger and the company can achieve the change more quickly.



Picture 4: 5 steps of change management<sup>5</sup>

In practice the author of this Master Thesis can often see mistakes appearing frequently in individual steps of the change management and these will also be assessed at the evaluation of the change management project success in MATADOR Industries, a.s..( KOTTER, J. P., 2000):

Steps	Mistakes
<b>Creating a sense of urgency –</b> persuading two thirds of management about urgency, strong leadership, confrontation with actual status, objective information, constructive meetings, high criteria unachievable	<b>Too much satisfaction and vanity (arrogance) –</b> changes by force, satisfaction with current status, loss of feedback, no sense of change urgency, red tape
<b>Building a guiding coalition able to assert and perform the changes –</b>	<b>Inability to build a sufficiently strong team that would champion the</b>

<sup>5</sup> <http://blogs.ubc.ca/etec530leadingchange/learning-topics/kotters-model>, accessed on August 24, 2017

building a team of right people, sufficient powers, experience, creditworthiness, leadership	<b>changes</b> – poor activity of the top management, weak change performers, negative personal interests
<b>Forming a vision and strategies</b> – explaining and sharing the general direction, motivation for change, description of future, opportunities, realistic goals, understandability	<b>Underestimating the vision power</b> – poor vision, contradictory change projects, poorly describable vision
<b>Transformation vision communication</b> – power of vision in understandability of objectives, simplicity without terminology, metaphors, analogy, examples, rich communication channels, repetition of thoughts, leading by example, explaining disagreement, communication with feedback	<b>Insufficient vision communication</b> – lack of willingness of majority of employees, benefits not described, lack of attractiveness, poor communication and behaviour of change representatives
<b>Delegating in wider scope</b> – removal of structural barriers, strengthening powers, wage systems in compliance with the vision	<b>Permitting the barriers to block the new vision</b> – improper organisational structure, incorrectly set wage system, resistance of major officials to the change
<b>Generating short-term wins</b> – plan of change steps and milestones, positive communication of successful outcomes	<b>Inability to generate short-term wins</b> – non-existence of gradual steps of change in relation to success evaluation
<b>Use of results and support for more changes</b> – more changes, but at the same time more assistance, leading by top managers, projects management and leading from down, eliminating useless mutual dependences	<b>Too frequent announcing of win</b> – underestimating the change impacts in short-term horizon
<b>Instituting new approaches to corporate culture</b> – pressure on implementing new procedures, firm embedding of new approaches at the	<b>Negligence of firm embedding of changes in corporate culture</b> – bad behaviour and attitudes, new managers not identifying themselves with changes

end not at the beginning, depending on results, requiring lots of explanation, may require change of people , change in promotion system	
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Table 3: Overview of most repeated mistakes in 8 Kotters' Steps

Various studies describing the changes implementation process in a company confirm just like Kotter the resistance of employees to changes. They see changes as company destabilisation, threat to certainty and expectations of employees in used behaviour models, rewarding, corporate culture and they represent a worry of the unknown.

Armstrong states as the main cause of resistance to changes the worries from anything new, economic worries, discomfort, insecurity, threat to relations, own position or qualification, worry regarding own capabilities, but also symbolic worries, when behind a small change in a company the employees see big changes in the future that could endanger them and so they are afraid of them and refuse them (Armstrong, 2002, pg.252)

Of course, reasons for worries include also insufficient informing, threat to career, insufficient technical knowledge and skills, change in habits, loss of the sense of safety and security, apathy caused by frequent changes, but also bad experience with former changes.

Robbins within the issue of resistance warns about collective corporate resistance influenced by the behaviour of groups of employees and change in used processes. However, this also has a positive aspect. Initiating discussion may bring new knowledge and facts to the whole change perception and so the perception of the whole change may be alleviated or even turned in a positive way (Robbins, 2000, pg.279-282)

### **2.3. Change management and project management**

Project management involves the use of people, processes and methodologies to plan, initiate, execute, monitor and close activities. There is defined start and also end of the project including tasks, milestone and final deliverables meeting company goals.

Change management is very similar to project management but includes tools which helps the company manage all changes that occur and can impact the project, or

other factors that might impact the business overall. There is no start and no end date, no tasks or milestones.

So why do we need not only a project management but also the change management in the production company ? Having a look onto number of realised projects and to that allocated sources both financial and personnel, it is year-by-year increasing. Finishing every project we have a look what is the impact on existing processes and people. It is depending very much on the communication of buy-in to prevent questions about future of the company or individuals in the company. And this is the role of change management to play a vital role in smoothing this transition, relieving stress and helping employees through all changes, and especially to increase the chances of buy-in. <sup>6</sup>

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<sup>6</sup> [www.cio.com/article/3121685/project-management/what-s-difference-between-project-and-change-management](http://www.cio.com/article/3121685/project-management/what-s-difference-between-project-and-change-management), accessed on August 31, 2017

### **3. Empirical research on change management in MATADOR – execution and findings**

#### **3.1. History of MATADOR Industries, a.s.**

By targeted transformation MATADOR Group moves from a production company through own development to the form of a technological group. It will offer the producers of means of transport with design and construction of products, production of parts and assembly of sophisticated automated lines (Matador 111, pg.11)

The entry of the MATADOR brand to a major industrial region in the region of Dubnica nad Váhom dates to the year 1995. Based on the agreement of founders Matador, .a.s. Púchov and ZŤS, š.p. Dubnica on 23 June a new joint stock company Matador – ZŤS Dubnica nad Váhom was ceremonially founded. The newly established company was later renamed to MATADOR MACHINERY and under this name it operated till 2001, when its name was changed to MACHINERY, a.s. The company's activities were represented mainly by industrial made-to-order production, processing various types of materials and production of special single-purpose equipment.

With the development of MATADOR Group's activities in automotive industry the services portfolio of Dubnica branch of MATADOR gradually grew. In 2009, the whole production of pressing tools was moved here from the former BAZ Bratislava site and less than a year later a new branch of MATADOR Group - Industrial Automatisation started to develop in the premises of former ZŤS.

In 2012, the company's name changed to MATADOR Industries. At that time, all its three divisions were fully working, General Engineering Division, Tools Division and Industrial Automatisation Division and they participated together at the success of MATADOR Group. The company became a system supplier of precisely processed products, industrial automated workshops and massive pressing tools.

The symbol of further current progress was the development of construction competencies in all three divisions. The company provides its customers with turnkey services from design, construction up to final production. Even the technological progress does not lag behind. By strategic investments to the state-of-art machines the company ranks among the best and one with best engineering equipment in Slovakia.



It is necessary to realise that the branch of automotive and engineering industry is quickly developing, automated and bringing new technologies and procedures all the time. We live in the period of time, when the phrase “fourth industrial revolution” is more and more frequently mentioned. That is also the reason why the company stresses automatisisation and advanced production we integrate in our company and our customers. Whether it is integration of advanced robotics, precise single-purpose applications or development of industrial applications we always bring the state-of-art technological solutions to our customers.

Many things have changed in more than 20 years of MATADOR’s operation in Dubnica region. By continuous building of competencies, investments to new machines and development of employees the company succeeded to get among ultimate top engineering companies not only in the region, but also in whole Slovakia. MATADOR in Dubnica currently has more than 500 employees.

### **3.2. Research objectives**

Based on the company’s history we can state that MATADOR Industries, a.s. is a live organism constantly changing, transforming and keeping pace with trends. This company development is closely linked to the constant process of changes and forms its inseparable part from the foundation. And just many years of experience with change management provided the author of this Master Thesis with the suggestion to verify the level of managing the change management and their subsequent implementation in processes, corporate life and culture.

### **3.3. Design of the questionnaire**

The hypothesis is a specifically formulated statement expressing a presumption, expectations about results we get in the research.

Most frequently the hypothesis is formulated in such a way that it expresses expected relation between variables e.g. expected differences between groups of research participants. However, the hypothesis is not a result of random estimate. To verify the hypothesis of the change management success in MATADOR Industries, a.s. defined in Research Proposal, the author of this Master Thesis selected the method of a research involving all the employees of MATADOR Industries, a.s. and which took place between 16 and 21 January 2017.

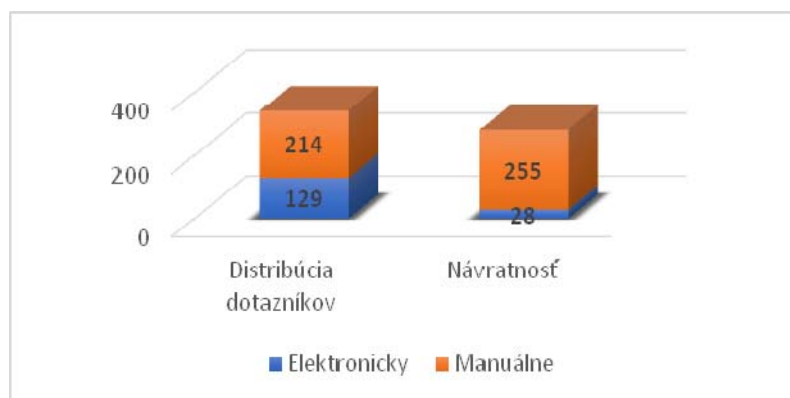
The change management project was prepared and applied in practice according to the model of eight steps of change proposed by John P. Kotter.

The questionnaire of the research of changes implementation success in MATADOR Industries, a.s. comprised 28 questions designed just according to the above described model, whereas the author of this Master Thesis will describe in detail the questions in individual steps in the next chapter. The whole questionnaire is attached to the Master Thesis (Appendix A).

The research took place on an anonymous basis, in pilot stage it was distributed electronically to a selected sample of respondents with the access to mail box and provided balanced feedback to the structure of questions, their understanding and method of evaluation. Subsequently, after processing all the suggestions and comments the research was distributed to all company employees regardless of the fact whether they were core or agency staff. The employees with access to personalised corporate mail boxes received it electronically, the remaining employees received a hardcopy version with the same content. The research was taking place at the workplaces for two weeks and was ended as highly successful, because up to 82.51% employees participated.

During the research a specific attitude of respondents occurred, which can be clearly seen in Graph 1, when only 28 questionnaires were filled-in from 129, but up to 255 respondents made use of the possibility to make a statement and fill-in the hardcopy form of the same research, whereas originally only 214 questionnaires were distributed manually, whereas no one received both electronic and hardcopy version. This behaviour at the respondents' decision to take part may be explained as continuous mistrust in anonymity with the electronic form, which – if the research took place only in this form – could significantly influence to overall participation.

The interest to take part at the research on changes implementation shows its currentness and attractiveness, because the respondents addressed actively search for alternative ways to participate.



Graph 1: Overall return on questionnaires

*(Distribution of questionnaires, Return rate, Electronically, Manually)*

The basic structure of respondents was as follows – managers, Project Team members (Graph 2), and the author of this Master Thesis will work with this structure also at detailed analysis of research outcomes.



Graph 2: The basic structure of respondents

*(Managers, Project Team Members, Employees)*

### 3.4. General findings

In general, the research was attended by up to 82.51% of the total number of employees, which represents 283 respondents. They provided statements on 28 questions categorised to 8 clusters and up to 72.46% responses relating to changes management were positive. This overall evaluation of 2.54% is below the level expected in the initial hypothesis and reflects the change management implementation success in practice.

Questions were grouped to 8 clusters:

### **Increase urgency**

Q1 – I believe that at the project start the project purpose is communicated sufficiently to all employees and potential changes that will have impact on everyday work of individual people on the project are explained.

Q2 – At the project beginning, the project vision and strategy are clearly and well explained to me.

### **Build guiding teams**

Q3 – Key people are involved in project objectives formulation and definition.

Q4 – I believe that Project Teams are well set with regard to successful project performance.

Q17 – As a key project member (if I am the key project member) I was involved in defining the project's objectives.

Q8 – I believe that sufficient attention is paid to finding people for key project roles and its management.

### **Get the right vision**

Q7 – I get clear information about my role at the specific project performance.

Q15 – Project Manager communicates their roles at project performance to all stakeholders.

### **Communicate for buy in**

Q9 – Within the project management the Project Manager successfully persuades other people about the project success importance and need.

Q10 – Line Manager sufficiently clearly and frequently communicates information about the project to his team.

Q11 – During the project management and its course there is sufficient communication between employee and Project Manager about its course and milestones.

Q13 – I believe that my direct superior sufficiently communicates information about the project status.

### **Enable action**

Q12 – Project Manager regularly discusses my feedback, opinion about the course, status and other issues relating to the project with me.

Q14 – I believe that the Project Manager provides space for ideas and opinions of individual employees and has no problem to use them in the project.

Q18 – Within the project I have space to present ideas relating to the project.

Q19 – During the project performance I do not get enough space to express my doubts, questions and comments about the project status and course.

Q20 – Within the project management the project members have space for discussion with the aim to get the feedback and support for the project.

Q21 – Project Manager is regularly interested in feedback from the Project Team and employees regarding the project course and status.

**Create short term wins**

Q5 – In my opinion, it is important with projects that individual project stages do not take too long, 2 to 3 months maximum, so that the outcomes can be actually monitored and evaluated.

Q6 – The project is managed by means of partial activities and milestones motivating me at successful fulfilment to work on other project parts.

Q22 – During the project performance positive results are rewarded from time to time.

**Don't let up**

Q23 – I believe that at project performance the final project result is important.

Q24 – I believe that objectives set in the project can be achieved.

**Make it stick**

Q25 – Lessons learned are developed from every project and shared with key project members and key staff in the company.

Q26 – Added project value and potential changes that will have an impact on my everyday work are sufficiently explained to me within the project management.

Q27 – I believe that after the project completion processes and people's behaviour change.

Q28 – Project results are regularly assessed also after its completion.

Q16 – After the project completion it was evaluated in about 3 months from its end and the result was communicated within the company.

When assessing the change management implementation success it was stated that the evaluation at the level of 75% and more will be seen as success, 50-75% with the seen as success with the need for preparing and implementing corrective measures and in the case of lower value it will be seen as a failure.

During any changes implementation in company errors in individual steps of the process may occur that may subsequently influence the overall change management success in the company. Because of that it is important for success improvement to monitor, analyse and from time to time to remove the errors, ideally to expect them and propose measures for elimination.

Step 1	Increase Urgency	72,22%
Step 2	Build Guiding Teams	70,27%
Step 3	Get the Right Vision	73,45%
Step 4	Communicate for Buy-in	71,42%
Step 5	Enable Action	70,66%
Step 6	Create Short-term Wins	73,76%
Step 7	Don't Let Up	77,60%
Step 8	Make it Stick	70,32%

Table 4: General results of the survey

When analysing the data, the author of this Master Thesis reviewed the satisfaction with the individual steps of the change management by individual clusters of questions described above. From the general results presented in Table 4 it is clear that the implementation of the change management was achieved mostly below the expected value of 75%, with the maximum deviation being 4.72% at most, which can be minimized or even raised to a higher level of change management success by implementing appropriate corrective measures.

From the general results of the individual steps (Table 4) it can be seen that the expected percentage of success from the introductory hypothesis was achieved only in Step 7: Don't Let Up with a value of 77.60%. With the help of another analysis of the individual statements included in this step we can define more precisely the extent to which the individual tasks have been met and which can be used to further improve the change management process.

However, also Step 3: Get the Right Vision with 73.45% and Step 6: Create Short-Term Wins with 73.76% are also above average. These steps listed in Table 2 are marked with green and require the minimum measures necessary to achieve the desired success level.

Step 1: Increase Urgency, which respondents rated as successful at 72.22% is at the level of the average score. It is marked with yellow in Table 3 and requires more inputs necessary to increase positive perception and higher rating.

The survey also showed that there are 4 steps perceived and evaluated below the expected level, and at the same time below the average of the overall survey result. These four steps are considered to be primarily defined, for which a set of corrective actions needs to be designed and implemented to improve further the change management of the company, and also significantly affect the overall perception of

the process (in Table 3 they are marked red). These steps include Step 2: Build Guiding Teams with 70.27%, which was simultaneously evaluated by MATADOR Industries, a.s. employees with the lowest percentage Step 4: Communicate for Buy-in with 71.42%, Step 5: Enable Action with 70.66% and Step 8: Make it Stick with 70.32%, which also gets the lowest percentage and it requires the most inputs to improve the overall process.

After break down of clusters into detailed responses in the next chapters, steps will be described that have been properly implemented and need further improvement while analysing details to define the precise areas that need to be addressed and which may bring inspirations and which can be utilized in the next steps and tasks if managed successfully.

The Change Management Success Survey was also analyzed according to the business focus, which was divided into Managers (M), Project Team (PT) and Employees (Z), regardless of where they are working. When evaluating these individual results, it is possible to see differences in the perception of the success of managing changes between levels.

Since the overall average regardless of position is 72.46%, we can see in Table 5 that with a more detailed look at the individual breakdown of positions, the results differ, with the change management being most positively perceived by project team members, with up to 6.93% above the average, with the perception of managers being also above average by 4.07% and only slightly below the average by 0.43% is the rating of other employees.

Within the interconnection with the hypothesis, it can be seen that the perception of change management at the positions of the managers and the members of the project team is above the expected level and the negative deviation comes from other employees who need to be given increased attention in the process of change management.

Managers (M)	Project team members (PT)	Employees (Z)
76.53%	79.39%	72.03%

Table 5: Survey results according to project team roles

Table 6 subsequently expands the analysis of the results with the results of the individual steps from the point of view of the above-mentioned job descriptions and thus gives a more detailed view of the deviations and differences in the perception of change management success. This detailed overview clearly shows the difference in the perception of the change management steps, especially between the members of the project team and the employees, which raises the need for the future to focus on improving the communication of the need for changes also among employees whose process perception is much more critical but at the same time significantly affect the success of the implementation of the change itself.

<b>STEP 1: Increase Urgency (72.20%)</b>			<b>STEP 5: Enable Action (70.65%)</b>		
M	PT	M	PT	M	PT
75.00%	77.50%	75.00%	77.50%	75.00%	77.50%
+ 2.80%	+ 5.30%	+ 2.80%	+ 5.30%	+ 2.80%	+ 5.30%
<b>STEP 2: Build Guiding Teams (70.28%)</b>			<b>STEP 6: Create Short-term Wins (73.77%)</b>		
M	PT	M	PT	M	PT
73.13%	80.00%	73.13%	80.00%	73.13%	80.00%
+ 2.85%	+ 9.72%	+ 2.85%	+ 9.72%	+ 2.85%	+ 9.72%
<b>STEP 3: Get the Right Vision (73.45%)</b>			<b>STEP 7: Don't Let Up (77.60%)</b>		
M	PT	M	PT	M	PT
80.00%	82.50%	80.00%	82.50%	80.00%	82.50%
+ 6.55%	+ 9.05%	+ 6.55%	+ 9.05%	+ 6.55%	+ 9.05%
<b>STEP 4: Communicate for Buy-in (71.45%)</b>			<b>STEP 8: Make it Stick (70.30%)</b>		
M	PT	M	PT	M	PT
72.50%	78.13%	72.50%	78.13%	72.50%	78.13%
+ 1.05%	+ 6.68%	+ 1.05%	+ 6.68%	+ 1.05%	+ 6.68%

Table 6: Survey results according to PT roles and 8 Kotters' Steps

In general, it is possible to see in Table 6 that in all steps of the change management, the negative deviation from the average rating of the step is only for other employees.



With a closer look at the results, the author of this Master Thesis can see a significant level of satisfaction among the members of the project team compared to others, which can reflect the relationship between the groups and the communication between them. The focus was also on relationships and communication within a close group of project team members who, according to their own assessment, have well-established processes and communications and subsequent relationships and communication out of this closed group upwards to managers and down to employees where these processes are rated much more critical.

It is also interesting to compare the perception of the steps of implementing changes between managers and employees. In this case, despite the different classification in the organizational structure as well as the different relationship to the project team, they have very similar ratings in many steps, which we compare in detail in the individual analyzes of the individual steps.

*In step 1 - Increase Urgency*, we can see a positive change management evaluation is higher for managers and for the members of the project team not only in relation to the average of the responses from the given step but also in relation to the first hypothesis. At the same time, it also expresses the connection to the second hypothesis that the greatest emphasis is placed on communicating the need for change. More so, the emphasis is put on this first step. This step is much more important than building a team or defining strategy and vision. It is precisely the creation of a team of right people that is difficult without a strong sense of urgency. The main mistake at the start of any change is arrogance and self-satisfaction, for example with successes from the past, added that these do not have to stem from the results of the current employer's company. Other negative displays in this step include unilateral directives and violent forms of change management, but also excessive eagerness that can discourage potential partners. As part of this step it is also important to draw attention to the results of the survey, which clearly shows that developing the awareness of the urgency was paradoxically mostly focused on the members of the project team and the managers and the other employees remained in the background. At the same time a question arises as to whether the members of the project team have been adequately explained and if they understood the need for communication and sharing of information with other job positions. Here,

surprisingly, the relationship between managers and project teams is not optimally set in change management.

In this step, it is also necessary to communicate the actual state of the matter, namely data and reports, customer satisfaction or comparison with competitors. An important aspect is also to clarify the possible future if the change occurs.

The results of *Step 2 Build Guiding Teams* evaluation by individual positions show a direct connection with the second hypothesis about getting the right people and their involvement in decision making. At the same time, it is the most controversial step, with distinct differences between positions. This step is perceived most positively by the members of the project team, who thus express their own perception of their team and individual members. On the other hand, the perception of this step by managers is up to 6.87% lower than by the members of the project team. This step is perceived most negatively by employees whose negative deviation from the project team members is up to 10.20%. This step is being rated as the absolute lowest among all employees. This confirms the hypothesis of assessing the correctness of selection of people for project teams and creating a stimulus for creating an innovative project team concept. At the same time, however, it raises the question of why there is such a significant deviation in the perception of the members of the project team.

A functional team coalition is built on trust and common goals, but also on understanding, mutual respect and existing appropriate communication.

Looking back at the results of the survey at this step, we can see that the significantly lower satisfaction of the managers than the members of the project team may reflect the lack of secure position of the managers within the coalition and possible failures in the two-way communication that can also affect the confidence in the team members sufficient expertise and also the ability to sell, among other things, their experience as a significant added value. Frequently, we can see shortcomings in the division of powers, which can limit the process of change itself, responsibilities, and, last but not least, the lack of leadership. It should be noted that not every excellent expert can be an excellent leader, and not every leader feels comfortable in every project. This whole aspect is then transferred to the team and affects its performance, confidence and of course the results.

*Step 3 Get the Right Vision* is generally positively rated by all positions, although there is also a clear deviation between the maximum and minimum ratings, which is at 9.60%. The overall average is significantly close to the expected 75% positive

rating and requires a minimum of remedial action. It is possible to use the positive potential of managers and members of the project team and share this with other employees.

According to Kotter, it is ideal if the leadership team has a clear, comprehensible, simple and uplifting vision with the element of great leadership.

A well set and communicated vision across the entire company can motivate, clarify the direction and also facilitate coordination of individual milestones.

In view of the results, it is therefore a positive finding that this step is highly perceived as successful and is one of the best examples of successful managing of one phase of change management. For a more detailed analysis in the next chapter, we will focus on what made such a positive impact on this assessment, and what we can use as a model and inspiration which could be applied in other steps with a lower rating.

The results of *Step 4 Communicate for Buy-in* evaluation are interesting by being very similar in the perceptions of managers and employees compared to the members of the project team. While the rating of the first mentioned group is more than 2.50% below the expected result, the other group is more than 3.00% above the initial expectations.

This step is often underestimated, especially if only a narrow group of people, in our case the members of the project team, is involved, which also reflects the differences in survey results between job positions. This is typical for directional management and thus the signs of successful change are lost. At the same time, the author of the Master Thesis would like to point out the profiling of the members of the project team as a closed community, which can be observed with the split in the perception of change management of this team from perception by managers and other employees whose perception is paradoxically similar and much lower.

According to Kotter, good communication must contain an element of lead-by-example. This concerns both managers and members of the project team presenting in front of other employees so that their conduct is not inconsistent with the announced vision.

Only in *step 5 Enable Action* we can observe for the first time the positive perception of managers which is higher than by the members of the project team, which also indicates the satisfaction of the superiors with the results of the project team. In this case, however, it is necessary to draw attention to the deviation in perceptions of

managers and employees, which is only 9.97%, thus pointing to different expectations by individual positions that are expressed here. These provide room for a more active cooperation and communication in individual steps of change management.

Kotter does not see this step only as a development of a more efficient structure, but rather as a set-up of rules that support stand-alone engagement. The main task is therefore to remove obstacles, not to give power. Obstacles include structure, experience, systems and superiority.

Equally unique is the evaluation of *Step 6 Create Short-Term Wins*, which has a generally positive rating and is above the overall survey average, but at the same time it represents a lower rating than the average for a given step for both employees and managers. This step is the only one where such lower rating can be observed compared to the average by managers. However, managers are usually creators of KPI's, they set the direction, goal and time span, and they monitor and evaluate it. Overall, this step is very close to the expected result of 75% of the positive assessment, but points to room for improvement of communication between managers and the project team, and for a unified view of the evaluation of this step. Creating short-term victories is definitely an interesting step that Kotter has defined. We can observe people's emotions even in the other steps, but in this step they are a bit more emphasized. Achieving partial goals and milestones creates a sense of success and confidence in change that can work for a long time. At the same time it creates a feeling of achievability of the final result, which can be figuratively compared to traveling by train, where we feel that the target station is not in sight when we board the train, then the journey is slow, sometimes the train slows down, but, gradually, as the train passes through the stations, positive emotions and the belief that the target station is within reach grows. However, it is also necessary to define accurately the characteristics of milestone assessment, which should be visible and convincing, clear without doubt, and at the same time clearly linked to the change.

*Step 7 Don't Let Up* is the highest rated step and is rated above the expected level by all positions and indicates a good set-up of communication about the reality of achieving goals and the importance of the final result of the project. From this successful step, as well as from Step 3, it is necessary to extract individual activities,

processes, involvement of individuals or groups that contribute positively to the positive evaluation and use their potential in the other steps.

The definition of this step points to the dangers of energy easing in the process of change, when satisfaction from continuous successes stemming of self-interest sets in. The coincidence of these facts may stop, slow, or send back the change to the starting point.

Perception of this point by respondents as the strongest pillar in change management means good direction and expresses steadiness in action, as well as consciousness in the perception of short-term victories, which increases credibility and is visible in general to all job positions.

The second overall lowest rating comes for *Step 8h Make It Stick*, which is the lowest overall rated step by managers and the perception is closer to the employees than the members of the project team. However, this step is crucial for the long-term success of the implemented project and can affect the overall success or failure of the whole process. Therefore, its overall assessment is a useful incentive for further change management with the need to improve the effectiveness of this step and its perception.

Even though the previous step is perceived by the respondents as very positive and reflects the well-established continuous processes of evaluating the results without significant energy easing, finalization and especially fixation in corporate culture is a critical moment that is still not optimally mastered.

Even Kotter points out that a perfectly mastered process of change and the achievement of the desired and necessary goals does not necessarily mean a true rooting of the change. In this respect, corporate culture is a very powerful and complex component, as it represents the norms of behaviour and values shared by a group of people. This is even more visible in a large company such as MATADOR Industries, a.s., where the change of corporate culture is particularly difficult and the actual change takes quite a long time.

Even in history, however, we can observe the time that has elapsed from an invention to a real-life practice as a relatively long period of time that is necessary to adapt to changes, to convince about importance and benefit of the change and to foster acceptance by the public. By that it subsequently influenced and, to a certain extent, changed the then current lives and culture. For example, the photograph was invented in 1728, but its use began only in 1840, which is 112 years later, the phone

was discovered in 1820 but its use began only in 1876. Also the sugar extraction from sugar beet was invented in the year 1747, but it did not actually start until 1802. These are some interesting examples of how long the society needs to accept the changes that will affect or completely change processes and thoughts that have been used up until then.

### 3.5. Evaluation of 8 Kotter steps

The Change Management success survey was comprised of 28 thematic issues arranged in 8 logical units, based on the 8 steps of the change made by John P. Kotter. Chapter 2.1 outlined the different steps of change and the percentage rating of their positive perception in general, also in relation to the job classification.

The results of the assessment of individual statements (Table 5) outline both the strengths and opportunities for improvements with a focus on change management details, and also provide a better overview of the content of 8 defined change management steps, according to the theory of the above author.

Resulting from the initial hypothesis is the assumption of a positive evaluation at 75%, and it is also clear from the results in Chapter 1.4 that this value has not been achieved in the overall result. However, in the analysis of the evaluation of individual statements, it is also possible to point out the deviations in the individual parts of each step, with the option to follow the most critical points in the positive and the negative sense.

Ranking	Statement	Cluster	Hodnotenie
1	I think that the project's final result is important when implementing the project.	Don't let up	83,66%
2	In my opinion, it is important for individual projects that the individual stages of the projects do not last for too long, at most for 2 to 3 months, and for the outputs to be realistically monitored and evaluated.	Create short term wins	77,39%
3	I get clear information about the role I will play in implementing a particular project.	Get the right vision	74,38%
4	The project is driven by partial activities and milestones that motivate me to work on other parts of the project upon their successful completion.	Create short term wins	73,59%

6	The formulation and definition of project goals includes the key people on the project.	Build guiding teams	72,79%
7	I think my direct superior communicates about the state of the project well enough.	Communicate for buy in	72,79%
5	At the beginning of the project I have a clear and well-explained vision and project strategy.	Increase urgency	72,79%
8	Project Leader communicates to all stakeholders their role in project implementation.	Get the right vision	72,52%
9	The project manager is regularly interested in the feedback of the project team and staff on the progress and status of the project.	Enable action	72,35%
10	I think the project manager gives room for ideas and ideas of individual employees and has no problem using them in the project.	Enable action	71,90%
11	The added value of the project and any changes that will impact my daily work are well explained in the project management.	Make it stick	71,82%
12	As part of project management, project members have room for discussion to get feedback and support for the project.	Enable action	71,73%
13	I think that at the beginning of the project, the meaning of the project is sufficiently communicated to all employees and any changes that will affect the everyday work of individual people after the project are explained.	Increase urgency	71,64%
14	I think the objectives set in the project are realistically achievable.	Don't let up	71,54%
15	When managing the project and its progress, there is sufficient communication between the employee and the project manager about its course and its milestones.	Communicate for buy in	71,47%
16	The project manager regularly reviews my feedback, opinion on progress, status, and other things that relate to the project.	Enable action	71,11%
17	As part of the project, I have the opportunity to present ideas for the project.	Enable action	71,11%
18	Each project has its lessons learned created which are then shared with key project members and key employees in the company.	Make it stick	71,11%
19	After the completion of the project, the project was evaluated within 3 months and the project outcome was communicated within the company.	Make it stick	70,85%

20	As part of project management, the project manager is succeeding in persuading other people about the importance and need for project success.	Communicate for buy in	70,76%
21	The Line Manager clearly communicates the project information within his/her team well and often enough.	Communicate for buy in	70,67%
22	The results of the project continue to be regularly evaluated after its completion.	Make it stick	70,64%
23	During the implementation of the project, the ongoing positive results are appreciated.	Create short term wins	70,30%
24	I think that the project teams are well organized with a view to the successful implementation of the project.	Build guiding teams	69,77%
25	I think there is sufficient attention paid to the key roles of the project and its management.	Build guiding teams	69,77%
26	As a key project member I (if I am one) am involved in defining the project goals.	Build guiding teams	68,73%
27	I think that after the end of the project there is a change in the processes and behaviour of people.	Make it stick	67,20%
28	During the implementation of the project, I do not have room for expressing my doubts, questions and comments on the status and progress of the project.	Enable action	65,78%

Table 7: SWOT of 8 Kotters' Steps

From the individual statements it is possible to visualize their individual impact on the overall level of positive evaluation of change management steps. At the same time, it is possible to follow the deviations between the statements. The overall result of the survey of change management success in MATADOR Industries, a.s. was 72.46%, but with individual statements it can be seen that only 8 statements exceed this value and the expected value of 75% defined by the hypothesis was reached only in 2 statements. The difference between the highest and lowest rated statements is 17.88%.

Step 1	Increase Urgency	72.22%	5,13
Step 2	Build Guiding Teams	70.27%	6,24,25,26
Step 3	Get the Right Vision	73.45%	3,8
Step 4	Communicate for Buy-in	71.42%	7,15,20,21
Step 5	Enable Action	70.66%	9,10,12,16,17,28
Step 6	Create Short-term Wins	73.76%	2,4,23
Step 7	Don't Let Up	77.60%	1,14
Step 8	Make it Stick	70.32%	11,18,19,22,27

Table 8: Survey results according to clustered questions



In table 8, we can see the arrangement of individual statements into integrated clusters. In the following chapters a breakdown of 8 defined change management steps into individual statements will be defined and these will reflect their individual impact on the overall rating of the steps, up to the level of job classification.

### 3.5.1. Step 1: Increase the Urgency

Closer cluster analysis is described in the sequence defined by the John P. Kotter method. The first cluster is therefore Increase Urgency with a total score of 72.22%.

Cluster	Statement	Rating	Average
Increase Urgency	At the beginning of the project I have a clear and well-explained vision and project strategy.	72.79%	72.22%
	I think that at the beginning of the project, the meaning of the project is sufficiently communicated to all employees and any changes that will affect the everyday work of individual people after the project are explained.	71.64%	

Table 9: Survey results, Step 1

It follows from the above statements that, in general, within the MATADOR Industries, a.s. there is an initial communication about the project being prepared and it also focuses on the explanation of the contribution, with the same weight being put on the presentation of strategy and vision, as well as an explanation of the impact on the individual. This introductory step aims to raise certain needs and requirements such as market reaction, opportunities or potential risks. The author of this Master Thesis can see from the results that at this point the communication is above 70%, but from the point of view of respondents there is not enough of the communication of between all the employees.

The overall average of this cluster of 72.22% approximates both the average and the overall result of the change management success survey.

With a deeper analysis of the statements (Table 9), a more detailed figure is perceived with information on which group of employees most perceives individual reserves and opportunities for improvement.

Statement	M	PT	Z
At the beginning of the project I have a clear and well-explained vision and project strategy.	70.00%	80.00%	72.60%
I think that at the beginning of the project, the meaning of the project is sufficiently communicated to all employees and any changes that will affect the everyday work of individual people after the project are explained.	80.00%	75.00%	71.20%

Table 10: Survey results, step 1 according to PT roles

It is clear from Table 10 that in this step, the best recorded are the members of the project team, whose evaluations are above the expected 75% and with whom the initial communication is very well managed. With the managers there are significant differences in the rating of individual statements and these reflect their own perception of change management as it was communicated by the management. The explanation of possible changes and the impact on the work of individuals is just the lowest rated statement among everyone in this step and all job descriptions. This is a critical point that needs to be addressed, as this group of employees is sending this information further to their subordinates.

These findings are also related to lower ratings of communication satisfaction at this step for employees who receive information most often from their superiors - managers. As it is said: "You can't light a fire with a wet match".

### 3.5.2. Step 2: Build Guiding Teams

This step was ranked lowest among all and accurately corresponds to expectations from the hypothesis. The overall average score reached only 70.27% and is generally perceived by employees as the most critical change management point.

Cluster	Statement	Rating	Average
Build Guiding Teams	The formulation and definition of project goals includes the key people on the project.	72.79%	70.27%
	I think that the project teams are well organized with a view to the successful implementation of the project.	69.77%	
	I think there is sufficient attention paid to the key roles of the project and its management.	69.77%	

	As a key project member I (if I am one) am involved in defining the project goals.	68.73%	
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Table 11: Survey results, Step 2

From Table 11, it can be seen that most of the statements are rated very low and the individual ranking (Table 10) is also at a low level. Respondents thus expressed a positive assessment of the key people involved in the project, but also drew attention to reserves with considerable room for improvement, including team building, role definition and project management.

From this it can be inferred that the right people are not always in the right places, with the contribution of the key people in the project being evaluated by the respondents positively. At the same time, it is interesting to follow up the statements where the statement "The formulation and definition of project goals includes the key people on the project" itself is rated at 72.79%, but the perception of self-benefit per the statement "As a key project member I (if I am one) am involved in defining the project goals" is only 68.73%.

The employees see the most space for improvement in designing the project teams and defining the roles and management. Overall, the assessment of this step implies that experts are included in the project, but their potential is not sufficiently exploited. At the same time, the project management has its reserves and it is not possible to apply universally the theory, that one who is a good expert can also be a good leader with the ability to manage the whole project.

Statement	M	PT	Z
The formulation and definition of project goals includes the key people on the project.	82.50%	80.00%	72.10%
I think that the project teams are well organized with a view to the successful implementation of the project.	67.50%	80.00%	69.50%
I think there is sufficient attention paid to the key roles of the project and its management.	62.50%	77.50%	69.80%
As a key project member I (if I am one) am involved in defining the project goals.	80.00%	82.50%	67.80%

Table 12: Survey results, step 2 according to PT roles

With a detailed analysis of statements by job positions, one can notice the same phenomenon as in the first step, namely the fact that positive perceptions of managers are in some statements significantly lower than perceived by other

positions. This is mainly related to the perception of their own involvement in the project and the design of the project team.

The question of engaging in a project may be closely related to the first step, where managers have drawn attention to a lower level of explanation of the project's meaning and its impact on work. Subsequently, these uncertainties are passed on to employees whose perceptions of the project are also significantly lower than expected and desired. It is at this point that we can see the relationship between the targeted and the optimally set communication of the whole project by the managers and their subsequent involvement in the teamwork.

However, we are facing a separate team of project team members who, independently of other influences, show significant satisfaction at all points and their perceptions of change management are significantly above the level of other employees. From this point of view, it is possible to start to observe deficiencies in the communication especially among the project team members towards the managers, which is related to insufficient project management and ambiguous responsibility for the course as well as information provision outside of the project team.

The high rate of positive evaluation by the members of the project team itself tells us that communication and internal division of roles within the project team is considered satisfactory and suggestions for improvement from other sources are not perceived as relevant.

### 3.5.3. Step 3: Get the Right Vision

Na Contrary to the previous step, step 3 is rated very positively, and in the overall evaluation of the individual steps it is the third best rated, with a total satisfaction score of 73.45%.

Cluster	Statement	Rating	Average
Get the Right Vision	I get clear information about the role I will play in implementing a particular project.	74.38%	73.45%
	Project Leader communicates to all stakeholders their role in project implementation.	72.52%	

Table 13: Survey results, Step 3

From the evaluation of the individual statements it is possible to observe the positive perception of managing this phase of communication. A relatively high percentage of respondents positively evaluated the provision of information about their own role in the project, up to 74.38%.

However, a slight decrease in satisfaction is recorded in the stakeholder roles communication where the satisfaction rate reaches only 72.52%, which can be key to the overall success of the project not only at the end of the project but also during its course. This is a point that needs to be addressed even though the overall management was satisfactory. However, this statement is also closely interconnected with the first step and with communication of the meaning of the project to the managers. For the second time already, we can see the relationship between the first step and the subsequent steps, where the underestimation of a thorough and targeted communication to specific job positions about the significance of the project resulted in a different attitude and acceptance of the change management by individual employee groups, including the managers themselves.

Statement	M	PT	Z
I get clear information about the role I will play in implementing a particular project.	80.00%	82.50%	73.90%
Project Leader communicates to all stakeholders their role in project implementation.	80.00%	82.50%	71.90%

Table 14: Survey results, step 3 according to PT roles

Looking at the evaluation of individual statements in detail by job classification, at this stage, the satisfaction of managers and members of the project team varies only slightly and in both groups even exceeds significantly the expectations set in the research proposal. This indicates a high success rate in communicating the vision and identification with the role of this project. A minor deviation can be seen among the employees, but this can be related to the fact that most managers and members of the project team communicate more intensely with each other, and they only provide information to employees when they become relevant, but this does not necessarily have to be the case at the start of the project. However, this implies that employees want to know their roles in advance, they have their expectations, attitudes, but also concerns about change, so it is important for them to be kept informed on the change management even when their task performance is not yet relevant for the project.

Communication of project leaders with stakeholders who are mostly other employees and not members of the project team can clearly be defined as a critical

point. The details indicate that employees rate this at only 71.90%. This example also confirms that the project team behaves like a closed community in the process of change management, and effective communication at a higher level is mainly within it, with more out-of-work-group communication having its reserves.

At the same time, the strength of this project team, its alignment, coherence and mutual co-operation, which invokes high satisfaction among managers, is also demonstrated.

#### 3.5.4. Step 4: Communicate for Buy-in

In Chapter 4.1, the author of this Master Thesis states the fact that this is one of the underestimated steps of change management in the company, mainly when only a narrow group of people is involved. Overall satisfaction with success of the transformational vision communication reached 71.42%; it is interesting that even though the previous step was very good, the next one is now considerably weaker.

Cluster	Verdict	Rating	Average values
Communicate for Buy-in	I think my direct supervisor communicates information about the project status in sufficient ways.	72.79%	71.42%
	When managing the project and its course, communication between the employee and the project manager about the course and milestones seems to be sufficient.	71.47%	
	Within project management, the project manager is able to persuade other people about importance and need for project success.	70.76%	
	The Line Manager communicates about the project information within his team well enough and often.	70.67%	

Table 15: Survey results, Step 4

The table clearly shows that assessment of individual statements is relatively balanced and there are no significant differences in their perception. The statements seek to better map the views of respondents in relation to orientation during the

direct change management process where the team-work, interdependence and efficiency of all parties and individuals involved is very important and can influence the smooth course of implementation of change.

The highest level of assessment is given to supervisor's informing about the project status (up to 72.79%), which represents high interest of the managers that their subordinates are sufficiently aware of the course of the project, thus keeping their interest in the gradual implementation of the change. At the same time, there is discussion on the topic, which gives the opportunity to express different views, suggestions, comments and also concerns which need to be explained, or, for example, shared with the project team in objective cases.

Assessment of quality of communication between a project manager and employee in relation to the course and milestones is somewhat lower (71.47%); this may be related to the findings the author of this master Thesis already described in the previous chapter; it means that the project team is a closed group which communicates well inside but the external communication with the environment is not so effective.

This is also related to another statement which assesses the project manager's ability to convince people about importance and need of the project success; the rate of respondents' satisfaction was 70.76%.

On the other hand, it is interesting to observe the differences in the assessment of the first and last statements of the survey related to this step; supervisor's communication rate about the project status reached 72.79%; however, the assessment of the project status communication of the line manager towards the team is only at the level of 70.67%, which represents the difference of more than 2%. This difference may also be due to the fact that when communicating with the supervisor, the supervisor is usually able to adapt the form of individual transmission of information to a particular employee and it is rather informal or semi-formal; while in team communication, the supervisor does not observe so much the individual needs for understanding and communication of individual members of his team and cannot adapt it to everyone.

Verdict	M	PT	From
I think my direct supervisor communicates information about the project status in sufficient ways.	80.00%	72.50%	72.50%
When managing the project and its course, communication between the employee and the	75.00%	82.50%	70.90%

project manager about the course and milestones seems to be sufficient.			
Within project management, the project manager is able to persuade other people about importance and need for project success.	72.50%	80.00%	70.30%
The Line Manager communicates about the project information within his team well enough and often.	62.50%	77.50%	70.70%

Table 16: Survey results; Step 4 according to PT roles

When looking at the results of the survey according to the job classification specified in Table 16, we can see some interesting facts which accurately reflect the overall perception of change management by individual employees of MATADOR Industries, a.s. While in all of this cluster's statements the employees report lower-than-average values without any higher extremes, the managers and members of the project team perceive this in the opposite ways.

Regarding the project team view, this step has been managed in over-standard ways; the only thing that does not suit to them is communication from line managers. This is confirmed by the previous finding which indicates that perceiving of the members of the project team as well as themselves is at the over-standard level and even seems to be uncritical. J.P. Kotter also points out these mistakes - e.g. too much satisfaction and conceit, as defined in Chapter 4.3. - he indicates loss of feedback and satisfaction with things achieved as one of the consequences, which exactly reflects findings of the author of this Master Thesis.

The last part belongs to the managers who are meant as unbalanced group in terms of the results of the survey; it is in some statements seen as extremely satisfied and in others ones as very dissatisfied. This may be related to the fact that they are not able to appropriately take their own role in the entire change management process, but also in their own managing position.

### 3.5.5. Step 5: Enable Action

The fifth step according to Kotter's model of change implementation is the third worst rated; therefore we can look closer at individual results. The overall rating reached only 70.66%, which is almost 5% below the level of the rating mentioned by the author of this Master Thesis in the hypothesis.



Cluster	Verdict	Rating	Average values
<b>Enable Action</b>	The project manager is regularly interested in the feedback of the project team and employees in relation to the project course and status.	72.35%	70.66%
	I think the project manager respects the ideas and innovations of individual employees and is open to use them in the project.	71.90%	
	Within project management, project members may get involved in discussion in order to get feedback and support for the project.	71.73%	
	The project manager regularly reviews my feedback, opinion on course, status, and other things with me, e.g. things related to the project.	71.11%	
	Within the project, I have the opportunity to present ideas related to the project.	71.11%	
	During implementation of the project, I do not have any opportunity to express my doubts, questions and comments related to the project status and course.	65.78%	

Table 17: Survey results, Step 5

Looking at assessment of individual statements, we can see that none of them is close to the desired level of 75%, although satisfaction with the project manager's interest in the feedback of the course and status of the project is relatively high, e.g. 72.35%.

When comparing the results related to the statement whether or not the project manager gives the employees the opportunity for ideas and innovations, the author of the Master Thesis can see slight decrease in satisfaction; the overall rating reached only 71.90%. This assessment confirms the overall evaluation of the survey

done by other employees, where it can be seen that they are not seen as an essential part of change management.

Perception of project management is rated a little bit worse in relation to the possibilities of discussions, acquisition of feedback and support for the project, reaching 71.73%. The author of this Master Thesis mentioned the manager of the change management project already in Chapter 6.1. where I pointed out that not every expert can be both a manager and leader. And this statement can be complemented by the above mentioned statement and its assessment. Each of us feels natural fear of rejection, criticism or receiving negative messages. Someone can overcome these fears and has no problem confronting perception of reality with other people and possible negative reaction; other one tries to avoid confrontation due to disability to overcome fear of criticism. One of the forms of confrontation is also discussion and feedback.

Assessment rate of satisfaction of whether the project manager regularly discusses feedback with individuals, including their opinion about the project, is even lower, e.g. 71.11%. This action is not only about whether the project manager finds out information about the project but also whether he also evaluates the information continually and is interested in changes in perception of the project during the course of the project and its individual steps. This action can also affect the resulting success rate of implementation and acceptance of the change, while at the same time underlining the perception of own role by other employees throughout the process.

At the same level, e.g. 71.11%, the respondents also see the issue of what opportunity they get to present their own ideas. The survey result also confirms the need to improve communication between individuals and departments; insufficient communication deteriorates the overall perception of the implementation of changes, regardless of whether they are generally beneficial changes with full-corporate action or just minor changes in processes.

Perceiving satisfaction with creating opportunities for doubts, questions and comments is the lowest-rated question not only in this cluster but in the entire survey, which is an alarming reality. This means that natural fears of unknown things are not sufficiently mitigated or eliminated; and therefore they persist throughout the course of change management. This has an impact on the final success of the project not only in the short-term but also in the long term point of view. This is also apparent from the results of the last step of "Make It Stick" paragraph, which is more analysed in Chapter 6.2.8. Again, however, it points to the need of change in

communication with the necessity of unconditional strengthening of this competence in case of managers and members of the project teams of MATADOR Industries, a.s.

Verdict	M	PT	From
The project manager is regularly interested in the feedback of the project team and employees in relation to the project course and status.	85.00%	82.50%	71.50%
I think the project manager respects the ideas and innovations of individual employees and is open to use them in the project.	80.00%	80.00%	71.30%
Within project management, project members may get involved in discussion in order to get feedback and support for the project.	80.00%	80.00%	71.10%
The project manager regularly reviews my feedback, opinion on course, status, and other things with me, e.g. things related to the project.	82.50%	77.50%	70.40%
Within the project, I have the opportunity to present ideas related to the project.	80.00%	82.50%	70.30%
During implementation of the project, I do not have any opportunity to express my doubts, questions and comments related to the project status and course.	72.50%	62.50%	65.60%

Table 18: Survey results; Step 5 according to PT roles

Regarding the data in Table 18, we can conclude that this step is perceived by managers and members of the project team as being successfully mastered, even above the standard level, which is confirmed by individual evaluations of all questions related to these cluster. Communication and relationships between the project team and managers are well set and successfully implemented during the course of implementation of the change. However, their communication towards other employees is weaker, as if these employees did not even need to receive information or responses before the process is completed. J.P.Kotter also points out this error; it is a change done by force, poor communication and behaviour of change representatives. This makes the employees of MATADOR Industries, a.s.,

feeling personal frustration which results in the failure of changes after implementation in practice but also in the actual implementation process; at the same time, any change accompanied by uncertainty and fears of change by these employees unnecessarily increases their fluctuation, which in the location with unemployment at the level of natural unemployment, e.g. up to 5%, brings negative impact, because replacement of these employees is rather challenging and the company may lose more than get in some cases.

The only statement perceived equally in all jobs is the one asking about opportunities to express doubts, questions and comments, which is also perceived as dissatisfaction by the respondents at all three levels. It can be deduced that they exchange information with one another, but it is still most important for them to communicate with the top representatives they perceive as the most relevant information carriers with the highest confidence. MATADOR Group, which also includes MATADOR Industries, a.s., is exceptional for the fact that it is a family business with purely Slovak owners where all the owners actively work and engage themselves in company's activities, which was also shown this year in case of awarding the president of MATADOR Group and its co-owner Ing. Stephan Rosin as the most respected CEO in 2017, based on the survey of PwC and Forbes magazine.

### 3.5.6. Step 6: Create Short-term Wins

The step called "Create Short-term Wins" is slightly below the expected survey result; but it can still be considered as successful due to the fact it is very close to the level of 75%; even the result 73.76% is satisfactory.

Cluster	Verdict	Rating	Average values
<b>Create Short-term Wins</b>	In my opinion, it is important for the projects that the individual stages of the project do not last too long; they should last no more than 2 to 3 months and the outputs should be monitored and evaluated in realistic ways.	77.39%	73.76%
	The project is controlled by partial activities and milestones which motivate to work on other parts of the project in case	73.59%	

	of successful completion.		
	During implementation of the project, the positive results are being awarded.	70.30%	

Table 19: Survey results, Step 6

Of the three statements in which the author of this Master Thesis was dealing with the level of employee satisfaction, the highest assessment rate was achieved in the perception of duration of individual stages of the project as well as their tracking and evaluation, reaching 77.39%. This expresses the general requirement for duration of the process of change implementation so that the process is traceable, not getting forgotten or so that it is not unnecessarily lengthy, which may lead to outdated urgency of that change in the overall concept of changes or current innovative inputs. The result is therefore a clear sign of employee satisfaction.

The second best rated aspect at the level of 73.59% is management through partial activities and milestones which are meant as good motivators to work on the project. This point is closely related to the previous steps, because it combines understanding of roles, communication about the project status and also the initial successful induction of urgency of change, etc. It results in determination and evaluation of the partial objectives common to the project team, but also the individual objectives which drive up the project. Within MATADOR Industries, a.s., the author of this Master Thesis met multiple levels of tracking these milestones, while in the time periods, performing milestone tasks and also performing extraordinary tasks for quality control and speed of progress in fulfilling assignments in relation to the desired objective. This results not only in keeping the up-to-date information on progress of change implementation but also in keeping the work team in active action, which has a positive impact on the success of tasks over time. The respondents showed the lowest satisfaction with positive result assessment, e.g. 70.30%; but this is not only a problem for this company; it is manifested in companies where positive results are often considered to be self-evident and their appreciation is not considered as motivational or necessary. As an output, the author of this Master Thesis points out the error in perception because appreciation, highlighting something significant, pointing to the uniqueness of individuals or groups of workers may be motivational for the employees but also for their surrounding persons who can perceive them as their models.

Verdict	M	PT	Z
In my opinion, it is important for the projects that	77.5%	80.0%	77.3%

the individual stages of the project do not last too long; they should last no more than 2 to 3 months and the outputs should be monitored and evaluated in realistic ways.			
The project is controlled by partial activities and milestones which motivate to work on other parts of the project in case of successful completion.	75.0%	77.5%	73.4%
During implementation of the project, the positive results are being awarded.	67.5%	82.5%	69.6%

Table 20: Survey results; Step 6 according to PT roles

The detailed analysis of the results of this cluster show that perception of the first two statements is very balanced at all three levels of work involved in the survey. However, the question of appreciating the continuous positive results shows extreme drop between perception by the members of the project team and the other two groups of employees. It reveals the fact that appreciating the results is not an unknown component of motivation, but it is only applied in the project team. However, this leads to different attitude of others. However, it still returns us to the bottom line of the problem, which is incorrect communication across the company, which needs to be addressed and significantly improved.

### 3.5.7. Step 7: Don't Let Up

"Don't Let Up" is the best rated step of all; the level of satisfaction reached 77.60%, which surpassed expectations of the author of this Master Thesis and it expresses very well the bases of the process of implementing the changes and judgement of the employees on which we can build up.

Cluster	Verdict	Rating	Average values
<b><i>Don't Let Up</i></b>	I think that the project's final result is important when implementing the project.	83.66%	77.60%
	I think the objectives set in the project are realistically achievable.	71.54%	

Table 21: Survey results, Step 7

Evaluation of perception of importance of the final outcome of the project reached up to 83.66%, which is the highest rating among all evaluated survey statements. This means that employees generally have expectations of projects; but not just about its course, but the results themselves are very important for them too. It means that they are expecting changes in change management and want to know what they will bring to them. However, it does not mean that it is enough for them to learn this essential information at the very end of the process. They want to know it in advance, in due time, so that they can prepare for such changes and support it if necessary.

Real feasibility of the set objectives is already perceived as weaker; satisfaction reached only 71.54%. Here we can see direct link to the Build Guiding Teams step described in Chapter 6.2.2 where the evaluation rate of the circumstances of defining the objectives was very low; in the overall aspect for the entire step it reached only 70.27%. This clearly indicates that if the quality of setting of the objectives is underestimated in the initial phase, this negative factor will also appear in the next steps and ultimately it can influence the course and also the overall success of the project.

Verdict	M	PT	Z
I think that the project's final result is important when implementing the project.	92.50%	87.50%	83.20%
I think the objectives set in the project are realistically achievable.	80.00%	77.50%	71.00%

Table 22: Survey results; Step 7 according to PT roles

In detail analysis of the results, we can see significant satisfaction with the overall accomplished step of change implementation. The only decrease in satisfaction is seen in the position of employees in the aspect of achievement of objectives; however, this is the direct consequence of underestimated communication from the project team and the managers towards the other employees, which the author of this Master Thesis has referred to in Chapter 6 several times.

### 3.5.8. Step 8: Make it Stick

In the last step of the change management process, the respondents once again noted the critical point, which is very significant in terms of success. The overall

rating reached only 70.32%, which is the second lowest score among all the change implementation steps.

Cluster	Verdict	Rating	Average values
<b><i>Make it Stick</i></b>	The added value of the project and any changes which will impact my daily work are well explained in the project management.	71.82%	70.32%
	Each project includes the lessons learned; they are then shared with key project members and key employees in the company.	71.11%	
	After the project was completed, it was evaluated within 3 months following its completion; the project outcome was communicated within the company.	70.85%	
	The results of the project are being continually evaluated after completion of the project.	70.64%	
	I think that after the end of the project there is change in the processes and behaviour of people.	67.20%	

Table 23: Survey results, Step 8

The results of success evaluation in individual steps do not vary significantly except for more significant fall in the outcome when assessing whether there are accompanying changes in the processes and behaviour of people after the end of the project.

When evaluating the results, the author of this Master Thesis notes that communication is not optimally set at any point in this step. The highest score of 71.82% was achieved by explanation of the added value of the project, changes and the impact on work of an individual. Compared to the expected overall result, however, the result is more than 3% lower. In the detailed results in the positions in the next table, we will specify where exactly the communication needs to be improved. In general, however, it confirms the findings of previous chapters related to the inappropriately set internal communication within the company, which I will introduce in the next recommendations for improvement.



Creation and sharing of lessons learned with key project members as well as key employees are perceived by the respondents even worse; the survey reached 71.11% in this statement, so it is necessary to focus on it. MATADOR Industries, a.s., is a dynamic company with permanent increase of pressure on dealing with new projects and implementation of changes, while incorporating the newest and up-to-date technologies and procedures, which also brings undesirable effect where the outputs of the implemented projects are not fully completed and the projects team orients itself to another activity or simultaneously manages multiple changes which may not relate to each other; the volume of data generated in the team is therefore filtered in order to share information to all the projects and changes. This results in decreasing the volume of information and frequent adaptation to the headline version.

This finding is related to further assessment too, e.g. the early evaluation of the project within 3 months following completion and communication of the results in the company, reaching the value of 70.85%. This activity is often underestimated; the project is usually properly evaluated but complex information towards the employees is insufficient. Normally there is some communication at the level of the project team and managers or also the top management; the employees are given information about the changes only to the extent needed for their work. However, it creates information vacuum because various groups of employees are informed in various stages of change implementation process, which results in undue misinterpretation and different variants of the project status.

Perception of the fact whether or not the results of the project are regularly evaluated even after the project's completion is at the level of 70.64%, which means the deviation of more than 4% out of the desired condition. This task is closely related to the previous paragraph dealing with communication of the project results. If the employees are not aware of this information, they think the project works have ended and the project is definitively completed.

Regarding the entire step, the most significant is the evaluation of respondents related to the question whether or not the processes and behaviour of individuals also change after completing the project. This assessment reached the value of 67.20%. As the author of this Master Thesis stated in Chapter 6.1 changes in attitudes, behaviour and procedures do not always come immediately after being announced. Usually, there is a need of some time to accept these changes and modify the attitudes from refusing to positive ones. However, it is still required to

point out this paragraph to improve its position, because it is the crucial factor of implementation success.

Verdict	M	PT	Z
The added value of the project and any changes which will impact my daily work are well explained in the project management.	70.0%	77.5%	71.7%
Each project includes the lessons learned; they are then shared with key project members and key employees in the company.	67.5%	80.0%	70.9%
After the project was completed, it was evaluated within 3 months following its completion; the project outcome was communicated within the company.	77.5%	75.0%	70.4%
The results of the project are being continually evaluated after completion of the project.	75.0%	77.5%	70.2%
I think that after the end of the project there is change in the processes and behaviour of people.	70.0%	75.0%	66.8%

Table 24: Survey results; Step 8 according to PT roles

The detailed Table 24 indicates the same phenomenon as other parts of the survey. The author of this Master Thesis notes high level of satisfaction of the project team here as well, including the managers being at the same level in the middle point of evaluation as the project team, while tending to have the opinions of the other employees in the second half of the evaluation. Simultaneously there is the group of employees whose satisfaction is still under-average, which reflects their demand for information. The overall findings show the need to improve communication with employees as well as the need to improve abilities and skills of the employees to get, look for and properly request such information. It is caused by the fact that the negative factor having impact on communication is a seeming feel of ignorance which is then perceived by the information receiver in such the way that he would not provide the information to those who seem not to be interested in. And this is the core of the issue.

#### **4. Research results implications and recommendations for next steps in MATADOR Industries, a.s.**

The survey carried out by the author of this Master Thesis in the company called MATADOR Industries, a.s., was aimed to the success rating of managing the long-term project focused on increasing labour productivity by 32.5% with the aim to several selected KPIs (labour productivity, OEE, costs for internal performance of contracts in %, time of the cycle of recruiting the employees, turn-over of the employees); in the individual steps there were several paragraphs whose solution or improvement should be subject of interest in order to improve the overall change management in the company and to improve success rates of the change implementation in the company.

To confirm correctness of understanding the outputs resulted from the survey, the author of this Master Thesis arranged and carried out the individual interview too, participated by 9 key persons in the project; the meeting took time of 60 minutes; the author of this Master Thesis chose 4 basic topics for the interview: objectives of the company and role of the project, description of the course, cause of issues and proposal for measures.

The above-mentioned meeting resulted in several further conclusions which were incorporated by the author of this Master Thesis into his proposals for corrective actions and the related tasks:

- higher expectations
- provision of own objectives
- personal interest to be successful
- involvement in the system
- not always seeing the importance and impact of the activities
- frequent changes on decisions and plans
- problematic combination of the key and other employees
- insufficient interconnection between the streams
- failure to fully complete the things and prioritisation
- pressure in the project from the top positions to the lower ones only
- high speed of multiple changes
- weak communication of head workers
- bureaucracy
- power of culture

The author of this Master Thesis carried out the survey within the time period of 16.-20.1.2017; he could present the recommended proposals for corrective actions

resulted thereof to the company's director on 14.2.2017; the director was actively interested in the course and results of the survey from the very beginning; he supported the author and his good opinions. The director himself is an active supporter of innovations in MATADOR Industries, a.s., which made cooperation between the author of this Master Thesis and this company easier and more affective.

Following the thorough analysis of the survey results, the author of this Master Thesis recommended several changes which could improve quality of change management and the overall success of the project in the future:

**a) Current condition: Insufficient internal communication within the company**

Communication related to the project is most often performed in the project team, which results in weak information provision to the managers and subsequent provision of information to other employees. Insufficient information provision leads to incorrect information and absence of motivation for changes.

**Recommendation: Improvement of internal communication within the company across all the levels of employees.**

The proposals for corrective actions was prepared in relation to this recommendation:

- I. Schedule for regular meetings
- II. Designation of the employees reliable for conducting the meetings
- III. Determination of the scope of information to be shared at individual levels
- IV. Preparation of the system of information provision in case of absence (business trip, illness, vacation, working shifts, etc.)
- V. Distribution of info-leaflets to the employees (two-week base during the project performance)
- VI. External training courses for supervisors at all the levels in order to improve ability to give and request the information

The improvement of internal communication within the company across all the levels of employees will result in better information provision and sharing the contents of information out of the project team, more active sharing of important data related to planning, course and results of the project, facilitation of change implementation process in the company.

**b) Current condition: Underestimated initial stage of the project**

Improper explanation of the vision and strategy of the project to the managers and other employees has negative impact on their motivation to cooperate and brings undue fears of unknown things. Failure to explain the changes of the project and impact on works of individuals bring disturbing inputs - it supports appearance of incorrect information, fears; it increases the rates of fluctuation and distrust. This also deteriorates the base for the cycle of change management from the very beginning; it is also hard to get employees for cooperation and support in the project.

**Recommendation: Increasing the all-company awareness of urgency to make changes**

The proposals for corrective actions was prepared in relation to this recommendation:

- I. Scheduling the official announcement of the project in a longer time advance before launching; recommended time of at least 1 month
- II. Provision of sufficient amount of information for managers supported by written versions
- III. Designation of a reliable consultant in the project team for the requirements of managers during all the project duration
- IV. Training the managers at all the levels in the effective ways of information provision
- V. Meetings carried out before launching the project, informal atmosphere, participated by all employees in groups, with the purpose to clarify the details and impacts, answer the questions and solve any concerns.

Improvement of the all-company awareness of urgency to make the changes will lead to increased motivation of individuals, interest in changes, improvement of willingness to cooperate, increased trust level between the managers and other employees and engagement of the managers in the process.

**c) Current condition: Insufficient communication out of the project team**

The project team internal communication is very good; however, the communication oriented out of the team is not sufficient. The project managers fail in the leading competences which could be used in external communication; the same applies to ability to present activities and task performances of the project team.

**Recommendation: Improvement of leading competences for the head assistants of the projects teams aimed to leadership, motivation and inter-team cooperation.**

The proposals for corrective actions was prepared in relation to this recommendation:

- I. Training courses for leadership aimed to the project managers
- II. Planning the regular information meetings of the project managers and the managers of other departments
- III. Preparation of the accurate list of employees working on implementation of the project and planning the regular working meetings of all these persons together with a project manager.
- IV. Preparation of the list of responsibilities, tasks, responsible persons and deadlines for performances; this list shall be communicated, explained and continuously evaluated to all the members of the working group (not only to the project team).

Improvement of the leadership competences for the leaders of the project teams aimed to leadership, motivation and inter-team cooperation will result in improvement of communication among the departments, active involvement in the discussion for other employees participating in the implementation, higher quality of information provided by the project team, creation of strong project team with high-quality leader able to present himself and communicate with others.

**d) Current condition: Weak expertise background of managers in the project and change management**

Managers in the departments face major issues with understanding their own positions in the project, involvement in communication and cooperation, which results in deterioration in information giving from the manager to other employees as well as presentation of incentives, comments and ideas at the manager level.

**Recommendation: Provision of professional training for managers dealing with the project management in order to better understand their own positions in the change project and better manage their competences in the project while in their positions.**

The proposals for corrective actions was prepared in relation to this recommendation:

- I. Training courses for project management and change management to the managers of each department

- II. Provision of temporary coaches to the managers in order to improve skills and involvement in the project management after training courses completion; recommended for the time period of 6 months
- III. Incorporating the paragraphs aimed to verify the knowledge gained between the project manager and other managers, incorporating them in the work meetings
- IV. Preparation of detailed description of the project providing more accurate and deeper details even for not-involved manager, aimed to better understanding of the project and particular position

Professional training courses for the managers within the scope of project management to be done for better understanding own positions in the project of changes and better managing own competences in the project while being in the position will contribute to improvement of professional competence of the managers, better cooperation among departments and better effectiveness in the field of information exchange among the departments, as well as improvement of positions of the managers and their trustfulness and competences towards other employees, better involvement and share of information from the managers towards the subordinates; manager as an effective base for both-directional exchange of information between the project team and other employees.

**e) Current condition: Insufficient information to the employees**

Insufficient information provision to the employees related to the project leads to limitation and weaker success due to multiple reasons. It is mainly caused by insufficient number of information channels to cover all employees of the company. Rate of information provision is quite often limited only to the project team and partially to the managers who then provide the information to lower managers and other employees.

**Recommendation: Installation of new communication channels for giving continuous, essential and extraordinary information or results and objectives to all the employees.**

The proposals for corrective actions was prepared in relation to this recommendation:

- I. More notice boards in the company, containing updated information about the project
- II. Use of the project leaflet to present the project and monitor its course, results and answers to the questions

- III. Establishing a contact point where the employees may leave their questions related to the project; then a competent person will answer them and publish them via information channels agreed - regular meetings, notice boards, magazine
- IV. Establishing regular meetings related to key moments of the project before, during and after completion - higher managers together with employees
- V. Training courses for line managers in the field of effective conduct of meetings

The new communication channels to be used for provision of continuous, essential and extraordinary information or results and objectives to all the employees will contribute to improvement of information giving processes, elimination of issues associated with giving information to the employees who cannot participate in the meetings personally, like due to shift working, as well as making opportunities for questions not answered to the employees.

As stated in the beginning of this chapter, director of the company was actively interested in the results of this thesis and particular remedial actions; the director was fully aware of activities in the company and the status thereof. As one of the follow-up steps, there was presentation of the survey results under management of the company; the management accepted the proposed action plan and sponsored it too, which is in line with the step of the Kotter Change Management, stakeholder analysis and support.

Based on the proposals of remedial actions there was the action plan prepared; the plan is specified in Tables 25 to 29:

<b>Remedies:</b> Improvement of corporate communication across all the levels of employees		
<b>Task</b>	<b>Responsibility</b>	<b>Deadline</b>
Schedule for regular meetings	Managers of all the departments	D+7
Designation of the employees reliable for conducting the meetings	Director of the company and managers of all the departments	D+7
Determination of the scope of information to be shared at individual levels	Director of the company	D+14



	Project department and the change management department	
Preparation of the system of information provision in case of absence (business trip, illness, vacation, working shifts, etc.)	Managers of all the departments	D+14
Distribution of info-leaflets to the employees (two-week bas during the project performance)	Project department and the change management department	D+14
External training courses for supervisors at all the levels in order to improve ability to give and request the information	HR department with active support and cooperation of the supervisors of all the departments	D+90

Table 25: Improvement of vertical and horizontal internal communication

<b>Remedies:</b> Improvement of corporate communication across all the levels of employees		
Task	Responsibility	Deadline
Schedule for regular meetings	Managers of all the departments	D+7
Designation of the employees reliable for conducting the meetings	Director of the company and managers of all the departments	D+7
Determination of the scope of information to be shared at individual levels	Director of the company Project department and	D+14

	the change management department	
Preparation of the system of information provision in case of absence (business trip, illness, vacation, working shifts, etc.)	Managers of all the departments	D+14
Distribution of info-leaflets to the employees (two-week bas during the project performance)	Project department and the change management department	D+14
External training courses for supervisors at all the levels in order to improve ability to give and request the information	HR department with active support and cooperation of the supervisors of all the departments	D+90

Table 26: Increase intercompany sense of urgency for change

<b>Remedies:</b> Improvement of leading competences for the head assistants of the projects teams aimed to leadership, motivation and inter-team cooperation.		
Task	Responsibility	Deadline
Training courses for leadership aimed to the project managers	Human resources department	D+365
Planning the regular information meetings of the project managers and the managers of other departments	Managers of all the departments	D+14
Preparation of the accurate list of employees working on implementation of the project and planning the regular working meetings of all these persons together with a project manager.	Project department and the change management department	D+30
Preparation of the list of responsibilities,	Project	D+60

tasks, responsible persons and deadlines for performances; this list shall be communicated, explained and continuously evaluated to all the members of the working group (not only to the project team).	department and the change management department	
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Table 27: Leadership training

<b>Remedies:</b> Provision of professional training for managers dealing with the project management in order to better understand their own positions in the change project and better manage their competences in the project while in their positions.		
Task	Responsibility	Deadline
Training courses for project management and change management to the managers of each department	Human resources department	D+365
Provision of temporary coaches to the managers in order to improve skills and involvement in the project management after training courses completion; recommended for the time period of 6 months	HR department with active cooperation of the supervisors of all the departments	D+547
Incorporating the paragraphs aimed to verify the knowledge gained between the project manager and other managers, incorporating them in the work meetings	Project department and the change management department	D+14
Preparation of detailed description of the project providing more accurate and deeper details even for not-involved manager, aimed to better understanding of the project and particular position	Project department and the change management department	D+30

Table 28: Training in project management and change management for middle management and key positions

<b>Remedies:</b> Installation of new communication channels for giving continuous, essential and extraordinary information or results and objectives to all the employees.
--

Task	Responsibility	Deadline
More notice boards in the company, containing updated information about the project	Marketing department with active cooperation of the project department and the change management department	D+7
Use of the project leaflet to present the project and monitor its course, results and answers to the questions	Managers of all the departments	D+14
Establishing a contact point where the employees may leave their questions related to the project; then a competent person will answer them and publish them via information channels agreed - regular meetings, notice boards, magazine	Director of the company and HR department	D+30
Establishing regular meetings related to key moments of the project before, during and after completion - higher managers together with employees	Director of the company and managers of all the departments	D+30
Training courses for line managers in the field of effective conduct of meetings	Human resources department	D+90

Table 29: Implementation of new communication channels

Handling of corrective actions referred to in tables 28 to 32 shows high engagement of the Company Director, which is not quite common today. This confirms his interest in improving the processes. At the same time, the engagement will provide him with an overview of corrective action implementation and success of task performance, which will allow him to track the real impact on the success of subsequent change management.

The stated corrective actions were presented at a management meeting on 3 April 2017, where they were approved in full. They were consequently presented to responsible employees one week later, i.e. on 10 April 2017. Individual tasks have begun to be gradually performed from that day. Overall, deadlines are delayed by 20% on average. It has been caused by summer holidays and start-up of a new project in production, which has affected all other activities in several departments as well.

Nevertheless, according to intermediate results representing the effect of implemented tasks stemming from individual corrective actions, labour productivity has been increased by 20%. It has been achieved by better awareness and improved communication. Additional considerable improvement is anticipated upon implementation of all the proposed training and coaching. However, it is planned no earlier than 2018.



Picture 6: New visualization of infoboards

To ensure lasting improvement of financial indicators, tracking of newly set KPIs by means of a Balanced Score Card has been implemented with a clearly defined responsibility and time line for all top managers, with a periodic assessment.

## 5. Conclusion

In light of the above findings, it can be said that more negative attitudes, approaches and expectations of managers and employees have not caused the lower success rate of change implementation. However, they are the consequence of underestimating the very first step – inducing the sense of urgency. It follows that the top management can affect all following steps of change management by focusing on strengthening the communication significantly in the first step of change management across the company, with a particular focus on managers. It does not automatically mean that the change will be 100% successful, but it will affect its perception already in the process of planning, creation, and implementation. At the same time, it will not be necessary to make disproportionately extensive effort to increase the success rate in the future, and corrective actions do not have to encompass a high number of primary corrective items for each step of change management to increase its success rate. As a matter of fact, it is like a domino, where a chain reaction is set off by the correct toppling of the first stone.

The author of the present Master Thesis can also state that in case of change management in MATADOR Industries, a.s., a project team is the core of the process. It acts as a closed community during this process, which communicates with managers with minor deficiencies that become more apparent in communication with other employees. It even brings on lack of awareness that may lead to misinformation, apprehension, as well as to ineffective collaboration during the implementation. This results in a subsequent failure of the change and its implementation in practice.

As a part of evaluation of the hypothesis in the research proposal in relation to the ascertained facts, the author of the present Master Thesis has to state that the overall evaluation of the research was below the anticipated 75% satisfaction, but the change management cannot be declared unsuccessful. It is quite the contrary, as the overall amendment of the change implementation process is not required to increase the overall success rate. Sole reinforcement of the first step in relation to managers and enhancing of several process elements will suffice. It can be accomplished by adequately configured training of mainly project team members, as well as of managers.

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## List of abbreviations

a.s.	Joint stock company
CEO	Chief Executive Officer
CIP	Continuous Improvement Programm
CM	Change Management
D	Day
EU	European Union
IoT	Internet of Things
KPI's	Key Performance Indicator
M	Manager
OCM	Organizational Change Management
OEE	Overall Equipment Effectiveness
OEMs	Original Equipment Manufacturer
PT	Project Team
RFQ	Request for Quotation
SBU	Strategic Business Unit
Z	Employee

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Picture 6: New visualisation of info boards

## **Appendixes**

Appendix 1: Questionnaire to approach on project management including 8 ~  
Kotters' Steps (in English language)

Dear colleague,

Over the last few years, we implemented several projects in Dubnica focused on the CHANGE of processes or environment. As the workload is increasing, it is necessary to conduct all activities systematically. One of highly efficient tools for this purpose is a project management. Virtually every project entails some change as well, e.g. new business or new customer, new types of materials used, new production equipment, and also new colleagues. These changes should result in continuous improvement, and you are a part of it through your active participation in various projects.

Many employees at different management levels and different positions were engaged in implementation of projects. Therefore, we are interested in your opinion on the course of projects, what changes have been accomplished through projects, as well as whether or not projects were implemented in accordance with individual steps of the so-called change management.

In the questionnaire, you will find a few questions focused on the very course of a project and changes accomplished through the project in MID. The results of the research will be used to improve the project and change management in MATADOR Group.

The questionnaire is anonymous. Thank you for the time dedicated to its completion.

**Please check (with an X) your position in terms of project management, or your position during the project implementation:**

<input type="checkbox"/> Management member manager	<input type="checkbox"/> Line manager	<input type="checkbox"/> Project
<input type="checkbox"/> Project team member	Employee	

**Evaluation scale:**

- 1 – Definitely no
- 2 – No
- 3 – Yes
- 4 – Definitely yes