Change Management

Zdeněk Linhart

HANDBOOK for higher education

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Change Management

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Abbreviations

ADHD is Attention Deficit Hyperactivity Disorder
Ag is general attitude towards advertising
APAL is Adjacency Propagation Algorithm for overlapping community detection
Ast/ag is specific attitude towards type of advertising in general
BMI is business model innovation
BOP is the bottom of pyramid
DCV is dynamic capability view
DLD is developmental language disorder
IAM is information asset management
IPO is initial public offering of firm
IS is information Systems
IT is information technology
KCM is Kotter's Change Model
MCQ is multiple change question
MOC is management of change
NEP is New Economics Policy in early Soviet Union
NFT is non-fungible token
PAC is potential absorptive capacity
RAC is realized absorptive capacity
RBMI is resource-based management initiative
RBV is resource-based view
TMT is top management team
VUCA is volatile, uncertain, complex and ambiguous multilateral world

Signs and symbols in the textbook

The structure of texts for distance learning is different at first glance. For example, included graphic symbols guide you according to sign-making principles you know from public places. Especially, specific graphical marks located on the edge of the page draw your attention to definitions, exercises, examples of solutions, keywords and chapter summary. Signs intuitively guide a student so that he is able to quickly and easily navigate through the text of the textbook.

Definition

draws attention to the most important keyword for a lesson on the subject.

Example

is illustrating a practical application of the lesson including solutions.

Questions improving practicing and performing tasks

are exercise procedures to reach the solution at the end of the chapter.

Keywords

draw attention to important expressions or professional terms for efficient searches in a given topic.

Chapter Summary

clearly structures the most important items of the previous text at the end of the chapter.

1

Change management (MOC)

1. chapter

Change management (MOC)

Introduction

Change occurs when few enlightened people agree on the operability of one of abnormal values, which becomes a vision for change, and later the topic of the project. The overall objective of this study text is to demonstrate on environmental challenges and scientific articles the difference of MOC from strategy- and project-oriented subjects.The roles of emotional intelligence and trained leadership abilities are also mentioned, but due the time needed for their training through metaphors and models are neither examined nor emphasised. The overall method of this study text is searching members who react on outstanding value, which was scientifically proven to create an alliance with few enlightened people who agree on the operability of the one of abnormal values.

Are you motivated by fear or by vision, which is preventing undesirable consequences for those who start thinking and act for the change? Starting, moving, and sustaining the change at the desired level of performance is neither strategy nor project but possible with supporters who are loyal in the process of reaching new resources in specific situations. New resources liberate supporters of the change by replacing institutions, and its authorities. Supporters of the change can become leaders, if repeatedly and successfully change more resources or processes in a row. Then, they are quickly invited by people to support their thinking about the new change. This study text will help you to evaluate general and specific aspects of your former early participation and later standardisation of changes, which you have not thought over before. Therefore, this study text is converting laggards to prime movers.

Laggards lag behind due to consequences of collapsed cash flow, stress, turnover and somatic illnesses of employees. Those consequences can originate in failures of former MOC efforts. Therefore, it is not surprising that the change is feared and produces laggards if not performed successfully for the first time. The lack of stress resistance and overly ambitious self-appreciated leadership cause 70% failure rate of organizational change efforts (Miller, 2019). Besides its own will or fear the MOC can be triggered by an external technological opportunity, pandemic, war (geopolitical reasons), lacking spare parts, resources, etc. The VUCA abbreviation, describing volatile, uncertain, complex and ambiguous multilateral world presents methodologically inoperable constructs, which generate redundancy of persons, sources, and alternatives, which are contributing to the resilience of the organizational changes. Time for searching, listing, and sorting of alternatives belongs to strategy. MOC substitutes missing resources by resources, which are on the spot. But, the new resource for organisational change can be found in scientific journals in shorter time than the emotionally intelligent leaders need to prepare and continuously develop their stress resistance for management of change (MOC). Therefore, students are encouraged to use free access to the library of the Academy of Sciences of the Czech Republic while they are developing their emotional intelligence. They are encouraged to learn how to find new resources to create and verify the MOC alternatives using theories, models, and methods for processing of signals in speech for increasing output and decreasing time of change of their organisations. The entire study text is refuting doubts that the student, but also some managers do, can only pretend that they are leaders of change; they just copy leaders from case studies without understanding the methodologies, evidence, and significance of new resources for organisational change from scientific journals.

This study text teaches readers how to prepare their own leadership role and supporters for the change. The role fits MOC models with attitudes of population. Leadership role is preventing negative outcomes by demonstrating positive sources of the change while redirecting MOC processes to available capacities. The operational correctness of MOC is trained on asking questions, which prevents illness rate from processed answers on validated questions or scales, and the stress by promotion of new competitive input, and result of the change.

So many things are changing that one paralyzes the other. It tires most people so much that they either focus on consequences, or the emergence of changes and its triggers. MOC managers hybridize those partial views. Therefore, put the challenge of hybridized expressions on the top of your career horizon to prevent consequent somatic consequences of stress for you and your peers.

1.1
Objectives of the chapter

- Demonstrate output and input benefits of MOC.
- Demonstrate inputs generating proactive alternatives and reactive structural changes of social capital.
- Learn how to operationalise processes by such new tools as technology-, software-, or ideology-related movements.
- Learn how interstructural gaps coordinate outer impulses, internal efforts, or ignorance through bonds and isolation.

DEFINITION 🔍
Change management (MOC) Change management is defined as the methods and manners in which a company describes and implements change within both its internal and external processes.

1.2
Definitions of expressions for MOC hybridisation

Support for implementation of vision from MOC participants is based on their skill to understand scientific articles. Therefore, we demonstrate how understanding and support is found from a plethora of expressed viewpoints on objectives the differently oriented MOC participants have.

1.2.1 Cross-border MOC measures

Cross-border relations are measured from incidence of expressions inside and outside the organisation to formulate vision of MOC. MOC differs from strategies, project management, and micro-management. Strategies are adding sectoral long-term priorities to MOC from outside while project management and micromanagement organizes internal resources of organizations. Informal structures impact on strategies and MOC from both outer and inner environments of organizations especially if triggered by accidental events. Their impact is controlled by scales (Table 1).

Scales validated or previously used in scientific articles simplify social controls because the experience of individuals can significantly differ or just redundantly formulate pressures to conform to work-group norms or change. Members who meet or exceed the status quo might collect rewards, such as peer approval, elevated membership, and informal group leadership, which is formulated as social reward (Malek, Sarin, Jaworski, 2021). Reciprocally, deviant members may be subjected to a range of negative reactions, from casual joking to strongly worded reminders, which are formulated as social punishment. Therefore, professional controls and self-control can be monitored through social controls. What social controls can monitor inside of an organization the cultural controls do beyon the confines of the organization in all stages of MOC, especially unfreezing, transition, and refreezing. Professional controls which respect categories of complementary jobs are less suitable for MOC as they treat monitored professions higher than other professions.

↗ **TABLE 1.**

Scales for control of informal inputs

Professional (i.e., social) controls (5-point, strongly agree/disagree)
1. The division encourages cooperation between marketing professionals.
2. Most of the marketing professionals in my division are familiar with each other's productivity.
3. The division fosters an environment where marketing professionals respect each other's work.
4. The division encourages job-related discussions between marketing professionals.
5. Most marketing professionals in my division are able to provide accurate appraisals of each other's work.
Scale used also Agarwal (1996); Cravens et al. (2004); Flaherty & Pappas (2012); Jaworski et al. (1993);
Self-controls (5-point, strongly agree/disagree)
1. The major satisfaction in my life comes from my job.
2. The work I do in this job is very meaningful to me.
3. I feel that I should take credit or blame for the results of my work.
Scale also used by Agarwal (1996); Flaherty & Pappas (2012); Guenzi et al. (2014);

Self-controls (5-point, strongly agree/disagree)
1. I have a lot to say about how to do my job.
2. I am satisfied with the amount of control I have in my work.
3. I feel free to offer suggestions concerning policies and procedures affecting the organization.
Social controls (5-point, strongly agree/disagree)
1. Working for xyz is like being part of a family.
2. The people here are proud to work for xyz.

Cultural controls (5-point, strongly agree/disagree)
1. The work environment encourages marketing professionals to feel like a part of the division.
2. The work environment encourages marketing professionals to feel a sense of pride in their work.
Scale also used by Cravens et al. (2004); Guenzi et al. (2014); Panagopoulos et al. (2015)

Source: Malek, Sarin, Jaworski, 2021

Organizational crisis communication is co-created by different actors across different media and faith-holder communication plays an important role in this co-creation (Kochigina, Tsetsura, Taylor, 2021). Therefore, descriptors (Table 2) are listed to find which of the participants of the MOC recognize the best to minimize bias of answers on scales eventually, their own impact in leadership roles for MOC purposes. For example, goal setting needn't be frequently found in communication of faith-holders.

📈 **TABLE 2.**

Descriptors, existing and proposed informal control scale items

Descriptors*	Existing Scale Items	Proposed Scale Items
Self-controls **Information**: *goal setting, goal monitoring, feedback* **Contingent Rewards**: *personal satisfaction, pride in achievement, increase in self-esteem, fulfilment of self-actualization, satisfaction of being in control, elation, satisfaction of ego, sense of self-mastery* **Contingent Punishments**: *loss of self-esteem, feeling of failure or guilt, sense of disappointment*	**Self-controls** (Jaworski & MacInnis, 1989) 1. The major satisfaction in my life comes from my job. (**non-contingent rewards item@**: *personal satisfaction*) 2. The work I do in this job is very meaningful to me. (**non-contingent rewards item**: *fulfilment of self-actualization*) 3. I feel that I should take credit or blame for the results of my work (**contingent rewards item**: *satisfaction of ego*, **and contingent punishments item**: *feeling of failure or guilt; reward valence of item is indeterminable*) Assessment: – No information items – No punishments (only) items – Non-contingent rewards items – Scale does not fully capture conceptual domain & has restricted range	**Self-information** Please indicate how likely you are to engage in the following activities at work. 1. Developing your own work-related objectives (**information item**: *goal setting*) 2. Tracking progress in achieving personal work-related objectives (**information item**: *goal monitoring*) 3. Measuring work performance against standards you have set for yourself (**information item**: *feedback*)
		Self-rewards How likely are you to experience the following when you meet or exceed your personal work objectives? 1. Feeling good about yourself (**contingent rewards item**: *personal satisfaction, pride in achievement, increase in self-esteem, satisfaction of ego*) 2. A sense of personal fulfilment (**contingent rewards item#**: *fulfilment of self-actualization*) 3. The feeling that you deserve credit for the work that you have done (**contingent rewards item**: *satisfaction of being in control, sense of self-mastery*)
		Self-punishments How likely are you to experience the following when you do <u>not</u> meet your personal work objectives? 1. A feeling of inadequacy (**contingent punishments item**: *loss of self-esteem*) 2. A sense of guilt (**contingent punishments item**: *feeling of failure or guilt*) 3. Being discouraged (**contingent punishments item**: *sense of disappointment*)

Descriptors*	Existing Scale Items	Proposed Scale Items
Social (i.e., peer) Controls **Information:** *goal setting, norms, values, goal congruence, monitoring, feedback* **Contingent Rewards:** *peer approval, membership, leadership, status* **Contingent Punishments:** *kidding, disapproval, hostility, ostracism*	**Professional (i.e., social) controls** (Jaworski & MacInnis, 1989) 1. The division encourages cooperation between marketing professionals. (**information item**: *norms*) 2. Most of the marketing professionals in my division are familiar with each other's productivity. (**information item**: *monitoring*) 3. The division fosters an environment where marketing professionals respect each other's work. (**non-contingent rewards item@:** *peer approval*) 4. The division encourages job-related discussions between marketing professionals. (**information item**: *norms*) 5. Most marketing professionals in my division are able to provide accurate appraisals of each other's work. (**information item**: *feedback*) Assessment: – Scale has primarily information items – Non-contingent rewards item – No punishment items – Scale does not fully capture conceptual domain & has restricted range	**Social information** My immediate work group… 1. …outlines its expectations of group members. (**information item**: *goal setting, norms*) 2. …emphasizes a common purpose. (**information item**: *values, goal congruence*) 3. …provides feedback on how individual actions affect the entire group. (**information item**: *monitoring*) 4. …does not hesitate to give input on everyone's group-level involvement. (**information item**: *feedback*) **Social rewards** How likely is your immediate work group to do the following? 1. Praise members who best represent group values (**contingent rewards item**: *peer approval*) 2. Regard exemplary members as informal leaders of the group (**contingent rewards item**: *leadership*) 3. Allow the group to be guided by members who represent the values of the group (**contingent rewards item**: *status*) 4. Show a high regard for members who demonstrate their dedication to this work group (**contingent rewards item**: *peer approval*) 5. Make sure that members who meet group expectations feel like part of the family (**contingent rewards item**: *membership*) **Social punishments** How likely is your immediate work group to do the following? 1. Express negative opinions about members who are not meeting group expectations (**contingent punishments item#**: *disapproval*) 2. Avoid members whose actions are seen to repeatedly violate the values of the group (**contingent punishments item**: *hostility*) 3. Purposefully exclude members who fail to comply with group norms (**contingent punishments item**: *ostracism*) 4. Express dissatisfaction with members whose actions are inconsistent with group customs (**contingent punishments item**: *disapproval*)

Descriptors*	Existing Scale Items	Proposed Scale Items
Cultural (i.e., organization-level) Controls **Information:** *goal setting, norms, values, goal congruence, monitoring, feedback* **Contingent Rewards:** *peer approval, membership, leadership, status* **Contingent Punishments:** *kidding, disapproval, hostility, ostracism*	**Cultural Controls** (Jaworski, Stathakopoulos, & Krishnan, 1993) 1. The work environment encourages marketing professionals to feel like a part of the division. (**non-contingent rewards item@**: *membership*) 2. The work environment encourages marketing professionals to feel a sense of pride in their work. (**non-contingent rewards item**: *status*) Assessment: – No information items – No punishment items – Non-contingent rewards – Scale does not fully capture conceptual domain & has restricted range	**Cultural information** (strongly disagree/strongly agree) 1. This organization believes in a common way of doing things. (**information item**: *goal setting, goal congruence*) 2. This organization monitors everyone's involvement in our shared customs. (**information item**: *monitoring, norms*). 3. Members of this organization keep an eye on who is on board with company values, and who is not. (**information item**: *monitoring, values*) 4. The organization has ways of letting people know how well they are fitting in with the company's culture. (**information item**: *feedback*)
		Cultural rewards (strongly disagree/strongly agree) 1. Employees who believe in the values of this organization have the potential to go far here. (**contingent rewards item**: *membership, status*) 2. Members who personify the culture of this organization are regarded as informal leaders. (**contingent rewards item**: *leadership*) 3. This organization champions members who are seen as embodying its values. (**contingent rewards item**: *peer approval*) 4. Those who embrace the values of this organization are successful here. (**contingent rewards item#**: *status*)
		Cultural punishments (strongly disagree/strongly agree) 1. Employees who do not buy into the values of this organization are deliberately left out of important discussions. (**contingent punishments item**: *ostracism*) 2. Employees who don't buy into the culture of this organization have a difficult time being accepted here. (**contingent punishments item**: *disapproval*) 3. Members who do not represent this organization well are made to feel less welcome here. (**contingent punishments item**: *hostility*) 4. Members of this organization have less regard for those members who are not representing the company well. (**contingent punishments item**: *disapproval*)

* Anderson & Oliver, 1987; Bandura, 1977; Challagalla & Shervani, 1996; Dalton, 1971; Hopwood, 1974; Jaworski, 1988; Jaworski & MacInnis, 1989; Lusch & Jaworski, 1991; Merchant, 1985; Ouchi, 1979; Thomas, 1983
@ a non-contingent reward or punishment is independent of individual adherence to information. In this case, the reward (membership) comes from the work environment.
# a contingent reward depends upon individual adherence to information. In this case, the reward (status) comes from embracing the values of the organization (i.e., cultural information).

Source: Malek, Sarin, Jaworski, 2021

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raining the ability to change offers to the reader of this text an opportunity to lead the change inside of an organization or get it under control from outside. The modelling (chapter two) of inventions before the proper innovation (chapter three) is selected for change (chapter one) is discussed and must be trained (chapter four) as necessary preconditions of the change participants. The ability of a leader to personally survive and benefit those on the bottom of the pyramid (BOP) (chapter six) by the innovations built into the structure of the organization (chapter five) represents implementation checks of the change. Whether BOP initiatives should be evaluated as to their outreach or financial efficiency is an important question. While understanding which organizational forms to implement is essential to BOP initiatives and key to achieving social and economic performance (N'Guessan, Hartarska, 2021), the environmental impacts of market organization (Brehm, Zhang, 2021) are relevant for innovators who are changing institutions (Rohde, Hielscher, 2021) by implementation of AI, omni-channels (Alonso-Garcia, Pablo-Martí, Nunez-Barriopedro, 2021), and smart grids. The reader decides whether to participate in MOC in the group of innovators, financial, social entrepreneurs who run the change of organizations, technologies, markets or environment (Pardalis, Talmar, Keskin, 2021), or stay outside without capacity of organizational and societal, knowledge and skills (Fytili, Zabaniotou, 2021).

EXERCISE 1

How are organizational forms and environmental impacts of market organization changing the MOC?

Also, incidence of descriptors in communication of participants of MOC offers the opportunity to formulate vision for topics of MOC through decrease of redundancy of resources (Table 3).

✈ TABLE 3.

Number of data extracts supporting final themes

Second-order construct Theme	Data extracts	Second-order construct Theme	Data extracts
Self-information		**Social Punishments**	
Goal Setting	10	Disapproval	5
Goal Monitoring	9	Hostility	3
Feedback	7	Exclusion	9
Self-rewards		**Cultural Rewards**	
Satisfaction/excitement	3	Peer approval	5
Achievement	13	Membership	7
Increase in self-esteem/ego	10	Leadership	9
Empowerment	11	Status	11
Self-punishments		**Cultural Punishments**	
Loss of self-esteem/ego	4	Disapproval	17
Failure/guilt	3	Hostility	8
Disappointment	4	Ostracism	12
Social Information		**Cultural Information**	
Involvement	18	Goal setting	16
Collaboration	19	Goal congruence	9
Contribution norms	18	Norms	30
Support values	15	Values	20
Accountability	15	Monitoring	5
		Feedback	4
Social Rewards			
Peer recognition/respect	12		
Membership	7		
Leadership	2		
Status	10		

(n = 28)

Source: Malek, Sarin, Jaworski, 2021

Even a superficial check of data frequency shows which of the social, cultural, or personal topics justify the focus of MOC. But let's look at results of secondary data processing via advanced statistical methods. It is interesting that the highest numbers for each of the rotating factors emphasize some type of measures. Bold numbers in Social Rewards of factor 1 (0.59 + 0.77 + 0.7 + 0.66 + 0.67 = 3.39) have the highest sum 3.39 while factor 8 *Self-Rewards* and factor 9 *Self-Information* have the lowest sum of 2.37. It means that a MOC manager will not succeed with Self-Information according to scenario of factor 9 or Self-Rewards according to scenario of factor 8 but social rewards can replace him (Table 4).

↗ TABLE 4.

Rotated factor loadings of informal controls scales

Variable / Factor (n = 750)	1	2	3	4	5	6	7	8	9
Self-Information 1	0.05	0.04	0.06	0.02	0.00	0.02	0.00	0.11	**0.83**
Self-Information 2	0.10	0.14	-0.00	0.10	0.1	0.00	0.01	0.24	**0.80**
Self-Information 3	0.13	0.15	-0.01	0.07	0.07	0.03	-0.02	0.29	**0.74**
Self-Rewards 1	0.09	0.13	-0.06	0.04	0.13	-0.04	-0.03	**0.81**	0.24
Self-Rewards 2	0.19	0.13	-0.05	0.05	0.07	-0.06	-0.03	**0.80**	0.26
Self-Rewards 3	0.03	0.10	0.06	0.11	0.07	0.05	0.07	**0.76**	0.13
Self-Punishments 1	-0.05	-0.04	0.13	0.02	0.05	**0.85**	0.08	0.06	0.05
Self-Punishments 2	-0.02	0.01	0.05	-0.02	-0.01	**0.87**	0.11	-0.03	-0.02
Self-Punishments 3	-0.03	-0.12	0.07	-0.01	-0.02	**0.87**	0.04	-0.06	0.01
Social Information 1	0.26	**0.69**	-0.02	0.20	0.10	-0.06	-0.03	0.09	0.19
Social Information 2	0.27	**0.68**	-0.02	0.14	0.14	-0.01	-0.09	0.21	0.14
Social Information 3	0.20	**0.74**	-0.06	0.27	0.12	-0.06	0.04	0.12	0.05
Social Information 4	0.16	**0.76**	-0.03	0.20	0.14	-0.07	0.09	0.04	0.03
Social Rewards 1	**0.59**	0.32	-0.05	0.20	0.19	-0.01	0.01	0.15	0.08
Social Rewards 2	**0.77**	0.03	0.11	0.09	0.12	0.00	0.12	0.03	0.06
Social Rewards 3	**0.70**	0.26	0.03	0.28	0.15	-0.04	0.10	0.07	0.12
Social Rewards 4	**0.66**	0.32	-0.07	0.17	0.18	-0.04	0.13	0.12	0.14
Social Rewards 5	**0.67**	0.31	-0.11	0.20	0.21	-0.07	0.08	0.08	0.02
Social Punishments 1	-0.02	0.02	0.26	0.00	-0.03	0.08	**0.68**	0.12	-0.09
Social Punishments 2	0.20	-0.01	0.20	0.02	-0.04	0.08	**0.68**	-0.07	0.06
Social Punishments 3	0.02	-0.08	0.32	-0.01	-0.04	0.07	**0.73**	-0.02	-0.03
Social Punishments 4	0.13	0.20	0.07	0.0	0.10	0.03	**0.74**	-0.02	0.05
Cultural Information 1	0.16	0.27	-0.09	**0.60**	0.27	-0.03	-0.02	0.01	0.06
Cultural Information 2	0.20	0.17	0.06	**0.82**	0.14	-0.02	-0.01	0.04	0.08
Cultural Information 3	0.23	0.18	0.14	**0.78**	0.11	0.02	0.03	0.09	0.06
Cultural Information 4	0.15	0.22	-0.03	**0.73**	0.29	0.02	0.08	0.09	0.03
Cultural Rewards 1	0.21	0.18	-0.15	0.29	**0.66**	0.01	0.05	0.12	0.08
Cultural Rewards 2	0.34	0.04	0.30	0.10	**0.55**	0.02	-0.01	0.08	-0.02
Cultural Rewards 3	0.21	0.13	0.15	0.16	**0.78**	-0.00	-0.03	0.05	0.08
Cultural Rewards 4	0.12	0.19	-0.02	0.29	**0.77**	-0.01	-0.02	0.12	0.08
Cultural Punishments 1	-0.02	-0.05	**0.78**	0.04	-0.09	0.05	0.23	-0.02	-0.01
Cultural Punishments 2	0.12	-0.05	**0.78**	0.01	0.03	0.06	0.13	0.03	0.02
Cultural Punishments 3	-0.05	-0.04	**0.81**	-0.02	0.02	0.06	0.18	-0.04	0.03
Cultural Punishments 4	-0.06	0.03	**0.69**	0.05	0.22	0.10	0.26	-0.02	0.03

*Scale items are numbered as they appear in Table 7.

1.2.2 Approaches to MOC

Vision of the lost future empowers people to approach the damage reactively without MOC. Vision of the needed change generates attention to MOC proposals of prime movers or start-ups (Table 4), not only managers. So, the MOC is

- proactive, not reactive,
- using tools to integrate competitors or markets,
- hostile or coordinated,
- modelled,
- cultivated by movements,
- restructuring the large or small size of corporations and networks, being inoculated by start-ups.

Products of proactive approach are called prebunks. Prebunks are resisting to broadcasted astroturfing messages of hybrid media (Table 5). Absorptive capacity is an important keyword for MOC because it summarizes focus, core message, reach, incumbency, establishment, intentionality, and prevalent frames (Vollero, Yin, Siano, 2022). Potential absorptive capacity (PAC) and realized absorptive capacity (RAC) are independent measures of inputs the designer of organizational change uses to understand key boundary conditions of both environmental dynamism and branch network. The better performance when firms are part of an extensive branch network and function in a low level of environmental dynamism decreases the need for change and vice versa (Bouguerra et al., 2022). It doesn't mean that adversary branch networks cannot increase the level of environmental dynamism and the need for change. False friends[1] if used are describing why it is better to escape from such a branch network.

Frequent changes in emerging markets increase the difference between PAC and RAC. Therefore, the research question is whether learning or character of involved persons minimizes and improves survival chances or performance. The size of organizations opposed to the ability to change is more obstacle than advantage without the answer not only for emerging markets but each time the markets and prices are increasing.

The purpose of hybridized expressions is to gain support for MOC from less independent individuals. Hybridized expressions across forms of CSR institutional messages (Vollero, Yin, Siano, 2022) are new tools for MOC while traditional models of MOC are still valid. Therefore, comparisons and combinations of new and traditional MOC forms allow for selection of the best alternative for adaptation of organizations to new challenges. Reflections of cultural and historical traditions cause divergence of CSR expressions of values, identities, and interests (Berry et al., 2011), which leaders use to mobilize employees towards challenges and change. Those specific and individual interests targeting expressions are packed into general orientation of social responsibility, long-term orientation, the global and sustainability issues of an organization. Overall, the different types of CSR institutional messages also express the trade-off in integrating (competing) social responsibility logics among various internal and external stakeholders. Public relations have a more strategic approach than CSR due to monitoring and identifying emerging societal issues with relevant contextual issues to anticipate their effects on the organization. The effect of messages which are broadcasted by those tools to make the change happen in the organization is in adhering to commonly accepted requirements.

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1   False friends are those confusing words that appear or sound identical or similar to words in their own language, yet have different meanings or senses