The change kaleidoscope:
how Glaxo prepared for organization change
Prof. Veronica Hope Hailey – University of Bath, UK
Design Choices

Re-construction to Evolution
Phase 1:

Top-down
Participative manner
Behaviours
Management development

HR systems
Symbolic changes
Leadership + Facilitation

Key Contextual Features (1992): Phase 2
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Key Contextual Features (1992): Phase 2

The Kaleidoscope Tool

- Allows you to analyse and reshape the context
- Assess the fitness of the organisation and undertake changes

The organisational context should be considered while designing the change programme.