

Table of Contents

| | |
|--|------------|
| AUTHORIZATION | ii |
| STATEMENT OF AUTHENTICITY OF WRITTEN THESIS | iii |
| ACKNOWLEDGEMENT | iv |
| ABSTRACT..... | vii |
| ABSTRAK | ix |
| Chapter I – Introduction | 1 |
| 1. Background Research | 1 |
| 2. Methodology | 7 |
| 3. Theoretical Framework..... | 7 |
| 3.1. Change Management Definition and Process | 7 |
| 3.2. Individual and Organizational Change Management..... | 15 |
| 3.3. The ADKAR Model | 21 |
| 3.4. Change Intervention | 30 |
| Chapter II – Discussion and Conclusion | 50 |
| 1. Discussion | 50 |
| 2. Conclusion..... | 53 |
| Bibliography | 57 |

Table of Figures

| | |
|--|----|
| Figure 1 Annual average WTI and Brent crude oil spot prices from 1990 to 2019 | 1 |
| Figure 2 Indonesia Exploitation Well & Rig Estimation Need | 2 |
| Figure 3 Oil and Gas Drilling Rig Service Rates, USD/ HP/ Day | 3 |
| Figure 4 Steps in the change process..... | 10 |
| Figure 5 ADKAR Change Management Model | 23 |
| Figure 6 Factors influencing ability to implement change | 26 |
| Figure 7 Alignment of ADKAR with business change | 28 |
| Figure 8 Aligning change management with Business Result | 29 |
| Figure 9 Business Model Transformation PT. XYZ | 35 |
| Figure 10 Matrix Organizational Structure | 37 |
| Figure 11 Business Process Reengineering Cycle..... | 41 |
| Figure 12 an Iron Triangle..... | 42 |
| Figure 13 BPR Change Management Framework..... | 44 |
| Figure 14 PT. XYZ Business Process Reengineering Output | 45 |
| Figure 15 the interaction between change agents and organizational members.... | 48 |