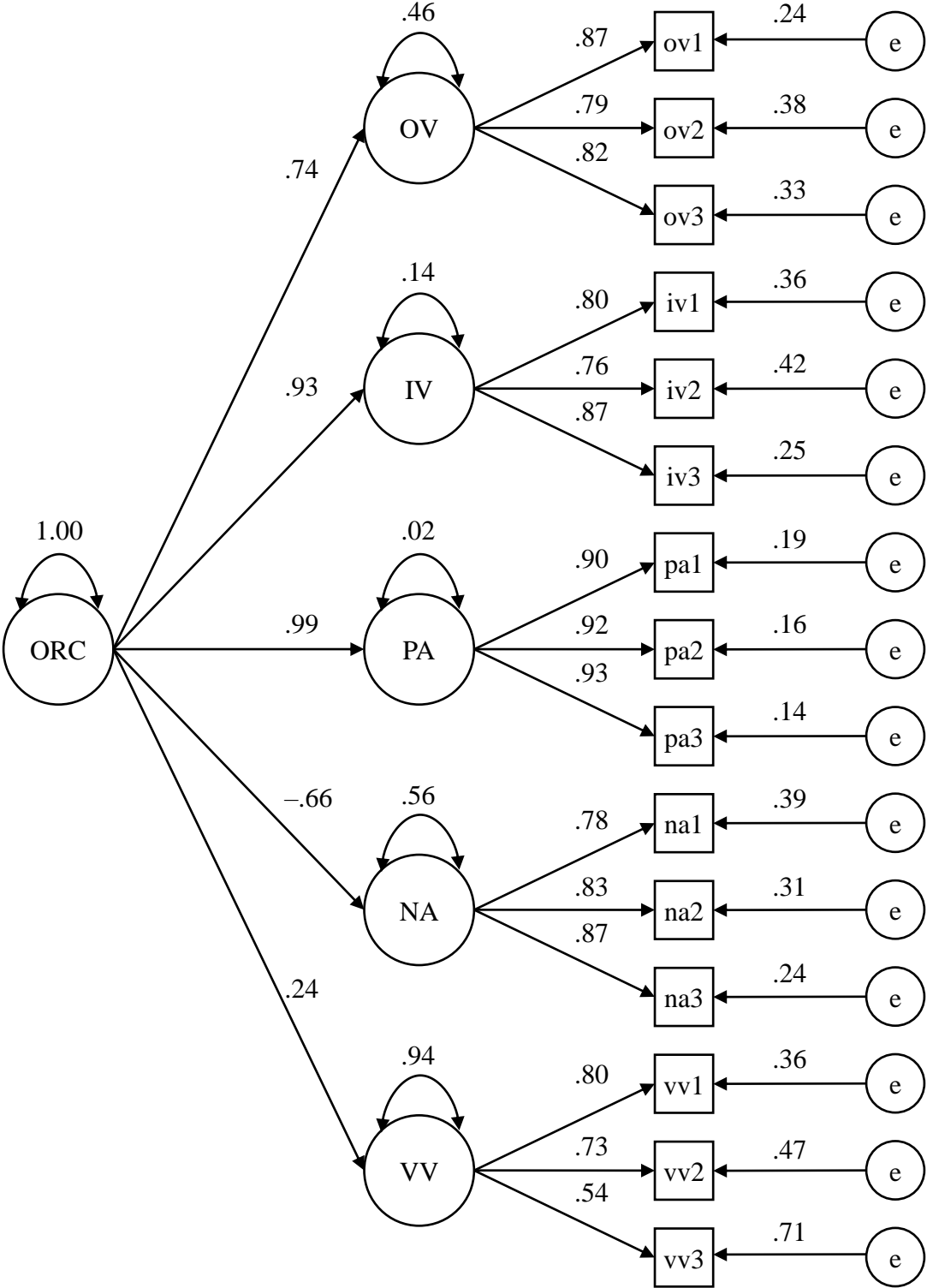


**ESM 5.** Model of Organizational Readiness for Change based on Confirmatory Factor Analysis



*Note:*  $N = 384$ . Standardized factor loadings, factor variances and error terms. Circles indicate latent constructs, Squares indicate manifest indicators of the respective construct. Visualization is based on model 5. ORC = Organizational Readiness for Change; OV = Organizational Valence; IV = Individual Valence; PA = Positive Affect; NA = Negative Affect; VV = Change Behavior. e = Error term.