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**Why Does Insufficient Change Occur?
A Systematic Review of the Relationship Between Emotions, Change and
Routines.**

Abstract

Building and sustaining high performance in times of uncertainty requires organisational capacity to change. However, many organisations end up with insufficient change. The purpose of this this systematic review is to contribute to deeper understanding why change occurs insufficiently by summarizing the literature on how emotions and routines shape the organisational change process. Emotions influence behaviour and social processes, whilst routines shape the way organisations change and cope with volatile environments. The findings of this review revealed inconsistent evidence related to causes of insufficient change. Little research has been conducted on the influence of emotions on organisational processes, including routines. Furthermore, a robust body of knowledge has not yet been developed regarding how organisations manage individuals' emotions and emotional expression, both of which can lead to insufficient change. Directions for future research are suggested.