



ISSN 2278 – 0211 (Online)

## Planning for Organizational Change and the Role of Leadership in Implementing Change

**Dr. Caren Ouma**

Assistant Professor, Department of Management, Chandaria School of Business,  
United States International University\_Africa, Nairobi, Kenya

### **Abstract:**

*This paper has critically evaluated aspects of change within an organization by providing the purpose and scope of the article. Major types of organizational change are discussed such as; the common types of change experienced within an organization, incremental and transformational change, organization-wide and subsystem change, remedial and developmental change, and unplanned planned change. These types of change can occur within any organization depending on the need of the organization. Drivers of change are also evaluated in this article recognizing that change cannot just happen on its own, but when there are certain conditions necessitating the change. Change models are analyzed in this paper depicting what various authors have provided models to show conditions which necessitate change and how to go about managing change. The paper has also provided change models which can be used to implement change.*

*It is obvious that change affects staff, processes, policies and procedures. There are several effects of change on staff and sometimes people resist change. The question is how should organizations cope with resistance to change? What should be the role of leaders in minimizing resistance to change? What are the ways in which successful leaders can effect change? The paper concludes by noting that change is inevitable and all existing organizations go through change processes. Leaders should anticipate change and develop strategies to adapt to the various changes that organizations are faced with.*

**Keywords:** *planning, organizational change, role of leadership, implementing change*

### **1. Introduction**

#### *1.1. Background of the Study*

Today's organizations face enormous pressure and challenges resulting from the development of new technologies, changing employee demographics, global economic competition and economic shocks related to the instability of both domestic and global financial markets. The ability to quickly and adequately adapt to these environmental challenges has become a crucial factor for the success of an organization. This therefore indicates that an organization has to strengthen its capacity to change in light of external and internal factors that are inevitable for change.

#### *1.2. Purpose of the Article*

Purpose of this study is to examine the effect of change in organizations as well as expound on the change management process.

#### *1.3. Scope of the Article*

The scope of the study looks at the definition, theories, and models of change implementation

#### *1.4. The Definition and Nature of Change*

Organizational change is the change of state of an organization between two points in time. The key indicator of change is derived from the comparison of the organization before and after the change. The comparison may include analysis that assesses the content of the change. What makes the organization different now than it was before the change. The content of change could be the structure of the organization, communication systems, and decision-making activities just to name a few (Gusfield, 1957).

Change management can be also defined as the introduction and management of strategies designed at "renewing an organization's direction, structure, and capabilities to serve the ever-changing needs of external and internal customers" (Moran, 2001). The movement of an organization away from its present state and toward some desired future state to increase its efficiency and effectiveness. (George, 2008)

## 2. Major Types of Change

Depending on the organizational structure, the age of the organization, the size of the organization just to name a few and the external or internal factors that inform the change, an organization can go through change in various ways and timeframes. This section discusses the common types of change experience in organizations.

### 2.1. Common Types of Change Experienced in Organizations

#### 2.1.1. Incremental or Transformational Change

Change can either be *incremental or transformational change* and the extent to which the organization reactive to this change will either be proactive or reactive. The diagram, below shows us the typology of orginational change (Nadler, 1995)

Incremental		Transformational	
Proactive	Tuning	Re-orientation	
Reactive	Adaptation	Re-creation	

Table 1

Source: (Nadler, 1995)

→ *Tuning*: This change occurs when there is no requirement or immediate need to change. It is concerned with looking for better ways of achieving or complying with the organizations vision, for example; time to market, and reducing cost. This change is originated internally in order to make small changes in order to align the organizations process in light of the external factors.

→ *Adaptation*: This is an incremental and adaptive response to a pressing external factor or demand for change. This could be in response to competition introducing new marketing strategies. For example, in our market today, If Uchumi supermarket drastically reduced its prices to gain market share then Naivas Supermarket would need to evaluate its pricing strategy.

→ *Re-orientation*: It is concerned with redefining the enterprise. This is driven by future opportunities and the organization is working to ward aligning itself to the future possibilities. In our case studies in class, we learned about General Electric and how they needed to change some of the business drivers in order to remain relevant in the future. It was a gruesome change however, in the long run the organization remain one of the best in its industry.

→ *Re-creation*: It is a reactive change that is concerned with transformation of the organization. In Kenya, the most recent transformational change that has been experienced was when Kenya Commercial Bank replaced most of its top management team in an effort to improve performance. Another change is currently being experience in the banking industry where employees are being retrenched in order to reduce the number of staff.

#### 2.1.2. Organization-wide and Subsystem Change

This is change concerned with either changing the whole organization which is in line with the recreation change mentioned above. It is transformational in nature. The organizational wide change could be a change in structure which is a major change. On the other hand, the subsystem change is change that affects one function area. For example, change in the production of a certain product. This change will not impact the whole organization as the organization wide change would.

#### 2.1.3. Remedial and Developmental Change

Change can be initiated through remedying a situation for example to prevent burn out and sick employees, the human resource managers would see trends of increase sick offs. They would advise the leaders to allow staff to go on leave to prevent them from being is sick as a result of exhaustion and burnout. On the other hand, development change is making changes that would further create success in the organization, such as opening more stores to reach more customers. Safaricom Kenya Limited are currently looking for development changes of their product. They have opened agencies even in the remote areas in Kenya to enable Mpesa transactions.

#### 2.1.3. Unplanned and Planned Change

Unplanned change is sudden change that the leaders in the organization had probably not thought of and had not factored in their strategic plans. For example, is a key person in the organization leaves the organization without any kind of notice. This canforce management to work quickly to fill the gap. On the other hand, planned change occurs when leaders proactively see the need for change and develop strategic plans to achieve that change. For example, expansion strategies, new building, new employees in order to meet the strategic goals.

## 3. Drivers of Change

Organizational change is driven by several factors: the environment, internal factors, Technology just to name a few. In this section, this paper reviews the key drivers of change in an organization and the role of leadership in each of the drivers of change.

### 3.1. Organization-Environment Fit Models

#### 3.1.1. PESTEL Analysis

The Political, Economic, Socio-cultural, Technological, and the Legal (PESTEL) analysis is used to analyse the organizations environment and seeks to inform opportunities and threats that the leaders in the organization need to pay attention to. Strategic Leaders need to do a PESTEL analysis periodically to be able to lead the organization to be ahead of competition as well as themselves understanding the importance of making adjustments “change” in light of the reports generated from the PESTEL analysis.(Hayes, 2010)

Furthermore, another key factor for leadership to undertake this analysis is to allow the leaders to fully be on board on the critical factors that will drive the change of the organization. They will understand, why the need to change, when, how fast and when to implement. Studies have shown that there is importance for leaders to display commitment to the change. One of the ways leaders can be commitment to the change is if they understand this analysis.(Hayes, 2010).

Research has shown that transformational leadership behaviors which are depicted by the 4I's namely; Inspirational motivation, Intellectual stimulation, Idealized Influence and Individualized consideration, activate several motivational processes in followers which lead to the followers interest or commitment toward higher organizational targets, such as organizational change targets (Shamir, 1993).The components of the PESTEL are summarized below according to (Hayes, 2010):

**factors:** Organizations must understand the role of government and its policies that will affect how an organization operates in the market place. These factors include new legislations in areas such as environmental management, consumer protection and employment; regulation of markets in areas such as telecommunications and broadcasting and fiscal policies. For multinational organizations, leadership should be aware of how legislative changes, political stability can influence the operations in the offshore companies.

**Economic factors:** strategic leaders should look into the economic indicators currently and in the future to enable business to formulate their strategies with these indicators factored in the strategic models. These factors include issues such as exchange rates, cost of borrowing, change in leaves of disposable income, cost of raw materials, security of supplies, new competitors and the trade cycle.

**Socio-cultural Factors:** Leaders must be aware of the socio-cultural factors that will drive change in the way the organizations conduct the business. For instance, demographic trends such as a falling birth rate or an ageing population can inform on what products to begin to manufacture for in light of this analysis. Furthermore, shifting attitudes towards education, training, work and leisure, consumption patterns are also sources of organizational change. These factors can also affect business ethics and the ways business is done in different parts of the world. Therefore, strategic leaders should be aware of these game changers as they formulating organizational strategies.

**Technological Factors:** Leaders should take cognizance of the evolving technology. The levels of investment in research and development, the rate of obsolescence and the need to reinvest in plant and people are key areas that leadership should look into. Technological changes can cause relatively huge losses or gains depending on leadership ability to change or adapt to the environment.

**Legal Factors:** Labor laws, consumer laws and other relevant laws are factors that an organization has to comply with to be able to trade successfully both locally and internationally.

#### 3.1.2. SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats Analysis)

The SWOT analysis offers the organization a more comprehensive approach to analyzing the organizations position in the environment. In addition to analyzing the opportunities and threats that the PESTEL tool informs the leadership of the organization, the SWOT analyzes the organizations strengths and weaknesses and its capability to respond to those threats and weaknesses(Hayes, 2010).

#### 3.1.3. Strelbel's Evolutionary Cycle of Competitive Behavior

Strelbel's (1996) model can be used by leadership to anticipate technological and economic changes in the environment and initiate planned organizational changes that will enable an organization to be ahead of competition.

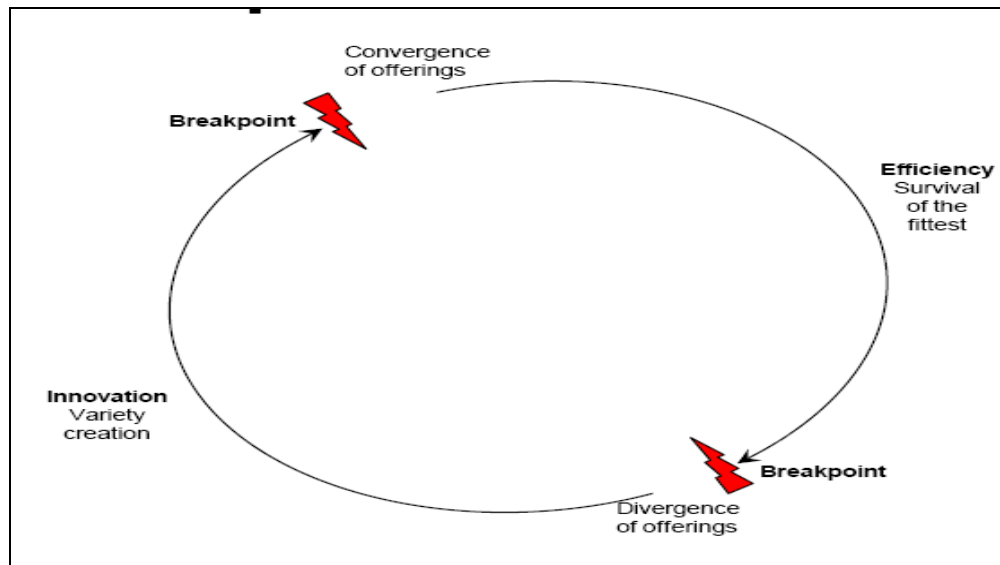


Figure 1

Source: Strebel (1996)

Strebel's model suggests indicators can be used to identify breakpoints when organizations must change their strategies in response to changes in the competitor's behavior. It will take a strategic leader to analyze the model and hence out in place changes in the organization that will take advantage of the breakpoints of the evolutionary cycle of competitive behavior. This is a source of change in the organization and requires analysis and strategic leadership to analyze and implement.(Strebel, 1996).

### 3.2. Life Cycle Models

Life cycle models teach us that organizations move from one phase to another as they grow and with each step or stage there are opportunities for change to adapt to the next level of growth. In this section, I will discuss Greiner's and Flamholtz models as sources of organization change and the role of leadership in the respective models.

#### 3.2.1. Greiner's Five Phases of Growth

Greiner(1972) cautions leaders about the consequences of only recognizing the external environment and the future. He asserts that the problems that many organizations face are originated from the leaders past decisions than the present event or the external dynamics. Each phase involves duration of evolutionary growth during which organizational changes occur. Leaders need to be aware of where their organization is in terms of the five stages of development and recognize the types of changes that need to be implemented.(Greiner, 1972). Other scholars argue that periods of discontinuous change are triggered by the external environment.(Romanelli, 1994).

The five phases of growth are briefly summarized below:

**Growth through creativity leading to a crisis in leadership:** for an organization to move to the next step it may require a change in leadership. This is experienced in the conception of an organization when the entrepreneurial mind is at work, when the leaders are setting up the business and departments and resources for the organization. However, when this is done it will require a shift from the entrepreneurial mind to a business mind to able to manage and lead the organization to the next phase of growth. This is a crucial area for change in leadership. If the entrepreneur is not willing to have shared leadership to move the organization to the next level, this opens an opportunity for failure. We have seen this in technological oriented companies where the owner or entrepreneur starts the organization with his innovation however to lead and manage the business side requires a causal manager to leader the organization. An example is the Apple organization that has gone through this process of change.

**Growth through direction leading to a crisis of autonomy:** In this stage, the organization develop more functional organizational structures that have a clear hierarchy and have more formal modes of communication, accounting and inventory systems. This level offers efficiencies however it also cripples the organization such as the hierarchy could delay decision making due to the long procedures and it prevents competent managers to take initiatives. Leadership should be able to see this as an opportunity to implement contingencies to enable innovation and quick decision making which in turn leads to high revenue for the organization.

**Growth through delegation leading to a crisis of control:** Delegation is a great tool that leaders can use to enable them to focus on other organizational issues. However, more often than not there is too much delegation that the leaders or managers lose sight of the organization wide goals and they begin to work independently. There will therefore be a need for greater coordination between departments. Leadership should aim at looking for ways to have a balance when it comes to delegation.

**Growth through coordination leading to a crisis of "red tape":** At this point the threat of bureaucracy threatens to stifle growth and innovation. Leaders should be able to recognize the decrease in innovation and growth and decrease bureaucracy to facilitated growth

**Growth though collaboration:** leadership encourage staff to work together and share knowledge as they monitor the growth process.

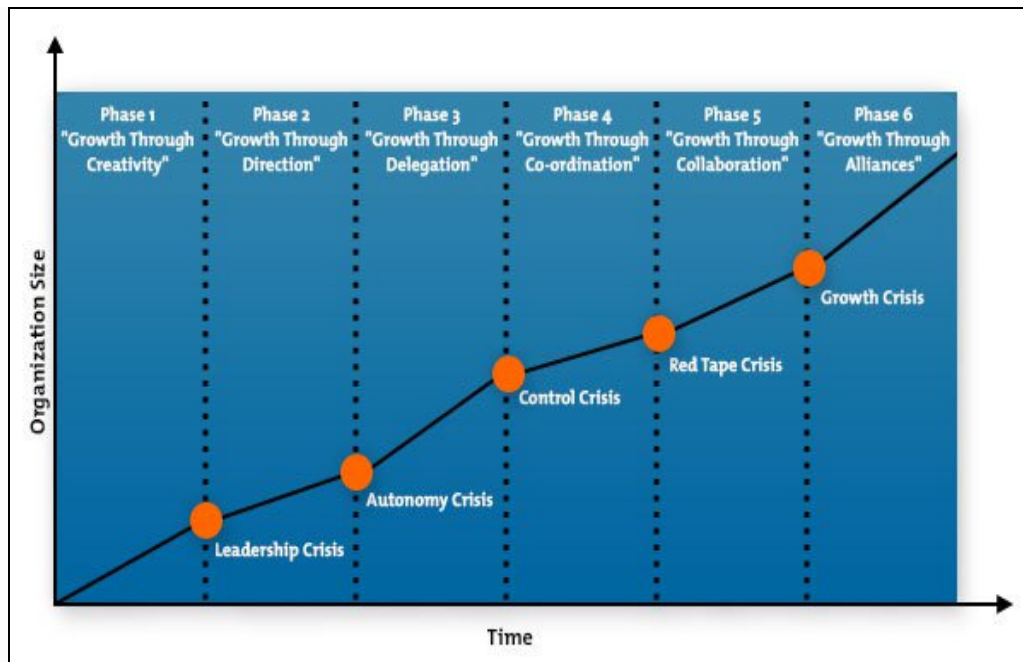


Figure 2

Source:(Greiner, 1972)

### 3.2.2. Flamholtz's Organizational Life Cycle Model

Flamholtz argues that organizations progress through seven stages of development. He further states that organizations are ineffective when their infrastructure is inconsistent with their stage of growth. Strategic leaders should evaluate the organizational effectiveness change at each stage. The seven stages are described briefly below. (Flamholtz, 1995)

- *New Venture*: The leadership critical concern at this stage is survival and areas for development
- *Expansion*: During expansion, resources get stretched and managers or leaders of respective business functions should be able to anticipate this and ensure that there are available resources to bale to meet the growing demand.
- *Professionalization*: This is the stage where more formal systems are required for the organization
- *Consolidation*: Leaders need to ensure that the activities are aligned to the organizations mission and strategic goals
- *Diversification*: Different markets emerge as well as the corresponding products
- *Integration*: All units, all aspects of the organisation should be in sync
- *Decline-revitalization*: All the six tasks above should be managed.

The goal of these two models is to alert leaders that they can use life cycle models to help them to recognize their organizations stage of development and key issues affecting their organization. The strategic leader should then develop strategies to in line with where the organization is and here it is going hence change management.(George, 2008).

### 3.3. Models that Emphasize Internal Alignment

Research has shown that the two models that are widely used to diagnose internal alignment are the McKinsey 7s model and Weisbord's six-box model.

#### 3.3.1. Mckinsey 7 S model

The Mckinsey 7S model highlights 7 interrelated components that contribute to the organizational effectiveness. It is used to identify relationships that are misaligned and indicate what elements need to be changed to enhance organizational efficiency and effectiveness.(Pascale, 1981).

The seven elements are as follows:

- *Strategy*: The organizations overall vision and how it plans to achieve it
- *Structure*: Departments, Divisions, activities that are required to meet the organizational strategy
- *Systems*: Formal procedures, resource allocation, monitoring and evaluation systems to achieve the overall goal
- *Staff*: Human capital, skills competencies to achieve the strategy
- *Style*: Culture of the organization; key behaviour patterns of groups
- *Shared values*: Core belief and values and how they influence the organization
- *Skills*: the distinctive competencies and capabilities of the organization

The diagram below illustrates the 7S model.

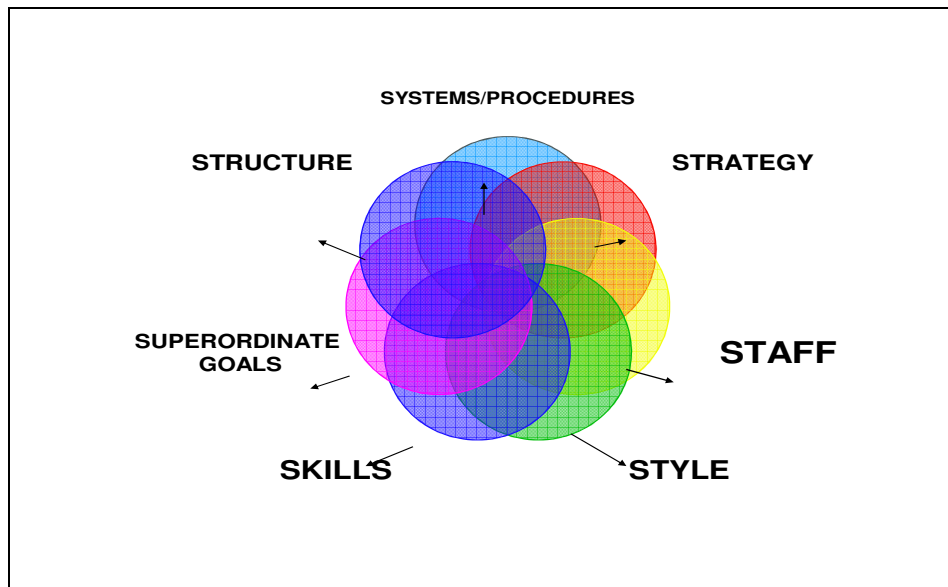


Figure 3  
Source: (Pascale, 1981)

Leadership Role in light of the McKinsey model is their ability to take cognisance that the model is an integration of the several elements that need to work together in order to achieve the organizations overall objective. It is imperative for the leader to be aware of how these elements are working and when they are not and to have strategies in place to address the factors that may destabilize the equilibrium in the organizations model.

3.3.2. Weisbord’s six-box model

Weisbord (1976) presents this model as a change management practice model. This model synthesizes and depicts the importance of organization-environment relationship but however focuses more on what need to be done internally to be able to adapt to the environmental changes.

The implication on leadership is that this model informs leaders of their external threat at the same time point at the internal areas that the leader need to focus on to be able to remain relevant in the external environment. Furthermore, it enables leaders to think about what they do and how they do what they do. The formal structures such as goals and structure may be little relation to what is actually happening in the organization. Leadership therefore is tasked with the job of coordinating what goes in the organization. (Weisbord, 1976).

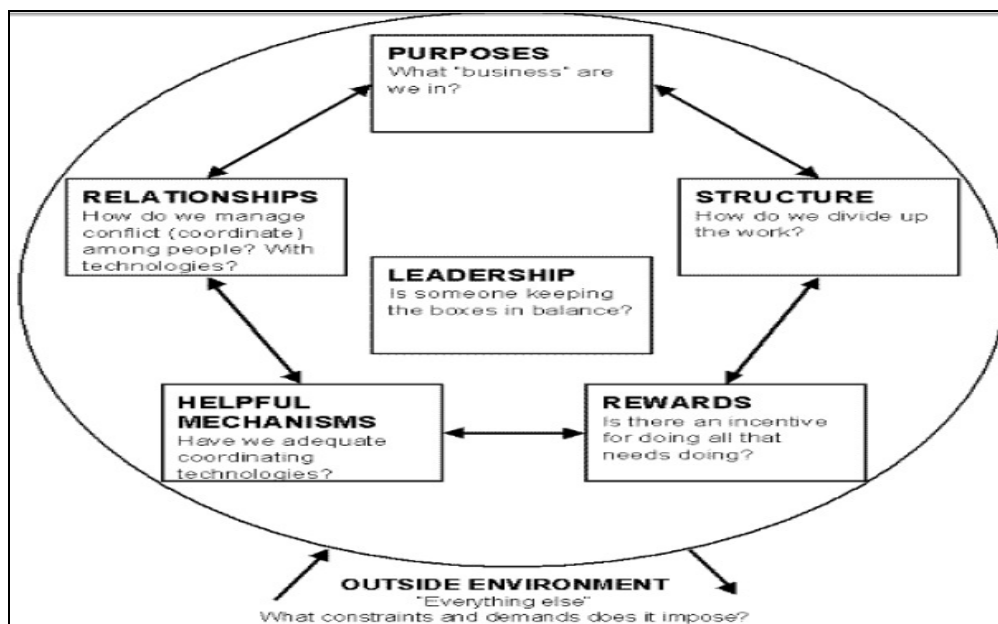


Figure 4  
Source: (Weisbord, 1976)

3.3.3. Diagnosing Internal and External Alignment-The Burke-Litwin Model

It is an open systems model that point shows us how each element contributes the organizational effectiveness. It is comprised of twelve interrelated elements differentiates between two types of change, transformational and transactional change. (George, 2008). According to the model, the transactional change is linked to fine-tuning the organizations functions. The focus in this leadership style in line with the model would be to focus on the structures, management practices, systems that affect the work climate and performance at the individual level. On the other hand, interventions designed to bring about transformational change will focus more on the higher-level elements that will have impact on the organization a whole in terms of for example culture, strategy and structure. This model also shows us the importance of each of the elements and how one change in one element will affect the rest of the elements.

The leader’s task here is to understand these external changes and identify the implications for the various departments in the short run and the organization as a whole in the long run.

(Burke, 1992)

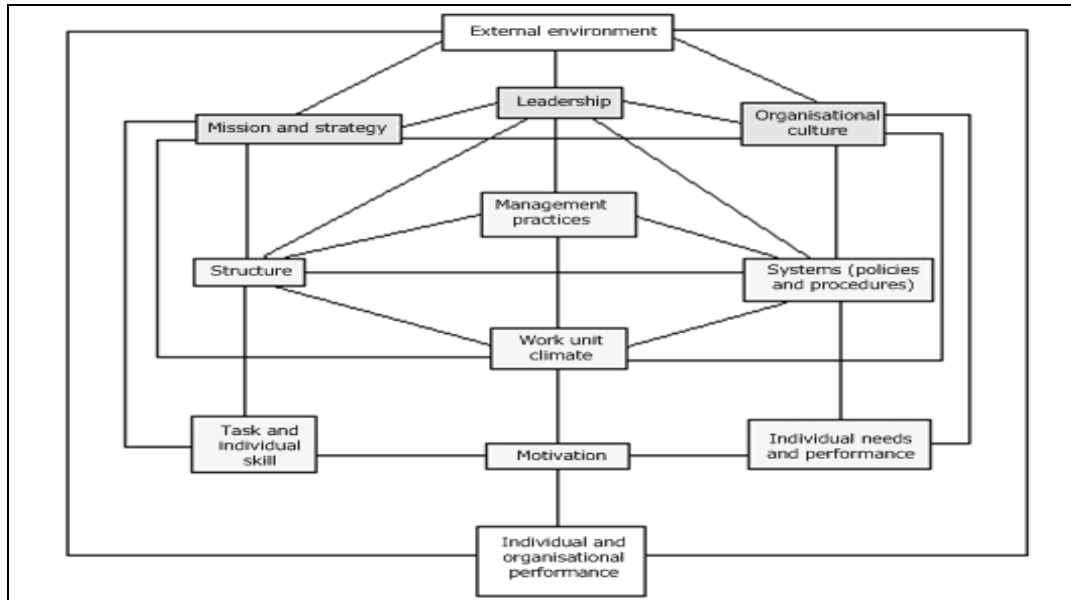


Figure 5  
Source: (Burke, 1992)

4. Change Models to Implement Change

Leadership can implement change through various models. The most common methods are described in the section below.

4.1. Lewin’s Change Management Model

Kurt Lewin developed one of the earliest models on change that is still used today. This model according to Burnes (2004) and Armstrong (2006) is referred to as the “3-Step Model” developed in 1947 and referenced in his Field Theory in Social Science (Lewin, 1951).

Lewin believed that the stability of human behavior was based on an equilibrium supported by a complex field of driving and restraining forces as shown in the diagram below. The field force analysis involves the following:

- Analyzing the restraining or driving forces will affect the transition to the future state; these restraining forces will include the reactions of those who see change as unnecessary or as a constituting a threat.
- Assessing which of the driving or restraining forces are critical.
- Taking steps both to increase the critical driving forces and to decrease the critical restraining forces (Armstrong, 2006).

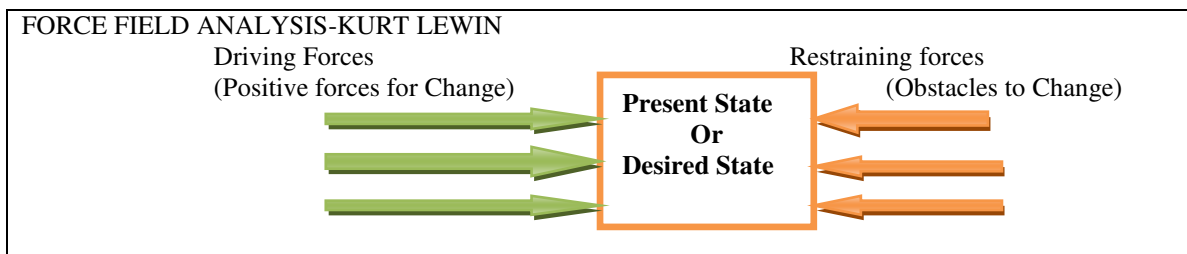


Figure 6  
Source (Burnes, 2009)

So before change the force field is in equilibrium between forces favourable to change and those resisting it. For change to happen the status quo, or equilibrium must be upset – either by adding conditions favourable to the change or by reducing resisting forces. What Kurt Lewin proposed was that whenever driving forces are stronger than restraining forces, the status quo or equilibrium will change. Furthermore, the unfreezing is altering the present stable equilibrium which supports existing behaviors and attitudes. This process must take account of the inherent threats that change presents to people and the need to motivate those affected to attain the natural state of equilibrium by accepting change.

In an organization, the unfreezing period is the time that the organization prepares for change. It is at this point where employees are prepared for change and help them accept the coming change. It is also imperative to explain to them at this stage the causes of the change and the need to change. Some companies actually are forced to change otherwise they will collapse. Once the staff begins to understand the vital need to change to be able to survive in the competitive world then this will lead to the next stage which is moving towards change. (Ritchie, 2006)

#### 4.1.1. Changing/Moving

Lewin realized that the Unfreezing is the beginning of the change. Once employees have conceived change in their minds and understood it then they are now able to make the necessary adjustments for the anticipated change. In Johnson's (1998) *Who Moved My Cheese?* one of the characters, Haw realizes that change is inevitable and that he made the necessary adjustments for his situation to accept the change. However, Hem refuses to accept the change and stay in the same state. This is very common in organizations today where some employees will decide not to accept the change while others accept and move with organization in achieving its objectives. (Johnson, 1998)

#### 4.1.2. Refreezing

This is the last step of the Three-Step model. Refreezing seeks to stabilize the group at the new equilibrium in order to make sure that the new behaviors are safe from regression. It stabilizes the change by introducing the new responses, new methodologies and angles of working. (Armstrong, 2006). Once this occurs, confidence in the business increases and there is usually a new sense of hope and the future looks brighter for all in the new organization. (Ritchie, 2006)

#### *4.2. Richard Beckhard Change Program Model*

Richard Beckhard (1969) developed a change program, which incorporates the following processes:

1. Setting goals and defining the future state or organizational conditions desired after the
2. Change.
3. Diagnosing the present condition in relations to these goals.
4. Defining the transition state activities and commitments required to meet the future state.
5. Developing strategies and action plans for managing this transition in the light of an analysis of the factors likely to affect the introduction of change. (Armstrong, 2006)

This model takes a long-range approach in implementing and accepting change in an organization. It also recognizes the importance of involving members of staff in the change process hence giving them an opportunity to participate in the change process which makes it more acceptable and easier to implement. (Rouda, 1995)

Planned change in this model assumes that it is possible to predict the results of the change will predetermined actions. These steps may not always be in the same order however they are necessary for change to occur successfully in an organization. (Marshak, 2004)

#### *4.3. Thurley Change Model*

Thurley K. (1979) introduced the five main strategies to managing change described below;

- i. Directive – This is exercising power without consultation. It is giving instructions for implementation. “The advantage is that change is implemented quickly however it does not consider the opinions, suggestions and comments by those involved and affected by the change. (Lockitt, 2004)
- ii. Bargained – recognizes that change requires conversation. It takes into account the opinions of those who will be affected by change however the change process will take long because of the consultative process. (Lockitt, 2004).
- iii. Hearts and minds – “This strategy allows “full support of the changes being made and a shared set of organizational values that individuals are willing and able to support. (Lockitt, 2004).
- iv. Analytical – The analysis of the change process is taken into account through the setting of objectives, the design of the change process, the evaluation of the results and, the determination of the objectives for the next stage in the process” (Armstrong, 2006).
- v. Action-based – What managers think is what they do. (Armstrong, 2006). “This strategy focuses on the commitment of those involved, and affected by, the anticipated changes. With involvement from everyone the changes are more accepted.” (Lockitt, 2004).

#### *4.4. Kotter's 8 Step Change Model*

Kotter (2007) states “Leaders who successfully transform businesses do eight things right (and they do them in the right order)” Kotter structured the 8-step process in accordance with how people experience the change process.



- i. Establishing a sense of urgency: This entails examining market and competitive realities and identifying and discussing crises, potential crises, or major opportunities
- ii. Forming a powerful guiding coalition: This will require a group of people to lead the change and as well encourage the group that is to be affected by the change to work together as a team. This was clearly seen in Jack Welch's leadership of GE where he assembled a team that would drive change in the organization
- iii. Creating a vision: clearly stating the vision and developing the strategies to achieve the vision are critical in the success of the change
- iv. Communicating the vision: Change is not easy. Communication is vital to let the employees know the new vision and strategies and also what to expect with the change.
- v. Empowering others to act on the vision: This involves creating the environment for change. Removing bureaucracy, getting rid of obstacles to change and Changing systems or structures that seriously undermine the vision as well as encourage innovation
- vi. Planning for and creating short-term wins: create short term benchmarks that will let the people know we are moving in the right direction and the benefits are what they could be experiencing at this time however future benefits are ahead once the change cycle is complete
- vii. Consolidating improvements and producing still more change: This involves hiring human capital that can propel the change
- viii. Institutionalizing new approaches- reinforcing and articulating the connections between the new behaviors and corporate success (Armstrong 2006).

### 5. Effects of Change on Staff

Change interrupts the way people have been working, systems, operations, culture and this can lead to stress and discomfort which more often than not leads to resistance to change (C. Peus, 2009)

Effective leaders do not undermine the resistance or view it as discipline issue. They however work to turn the resistance to a positive attribute that the leader can use to communicate the change and also encourage open feedback. (Gullickson, 2010).

#### 5.1. People Resist Change

There are several reasons why people resist change. Some are individual reasons, while, others are external reasons.

- *Threat to one's self interest*: As mentioned above, the employee is used to the current situation that the organization is in. They are enjoying their position, power, prestige and they see that the organizational change may take these attributes from him or her. For some employees, they may even think that they may lose their jobs if the organization is going through an organization wide job design or structure. This leads to a lot of anxiety and contributes to the resistance to change
- *Uncertainty*: This is fear of the unknown. This is fueled by lack of communication by the organizations leaders as well as speculation. When employees do not understand the change process and how it will eventually affect them and how it will affect them is left to their imagination.
- *Lack of confidence that change will succeed*: there are organizations that talk about change over and over for a long period of time to the extent the staff don't believe that the change will take place and even if it does will it succeed?
- *Lack of conviction that change is necessary*: If the leader of the organization has not communicated the urgency of the change then the employees do not think that the change will happen. (Leading Change and Managing Resistance, 2009).
- *Distrust of leadership*: People will resist change if they think that there are reasons that are behind the change that may not benefit the organization as a whole. Trust is key for the followers to have in their leader because any attempt by the leader to direct them in a certain direction requires the buy in of the followers which is strongly built on trust. (P. Brotherton, 2011)
- *Threat to personal values*: When a person feels that the change will bring an impact on their personal values then they will resist change. For example, for the Seventh Day Adventist if the proposed change will imply them to come to work on a Saturday then they will resist this change as it infringes on their personal values.
- *Fear of being manipulated*: When people perceive that the change is intended to manipulate them then they will resist the change. (Lussier, 2014).

#### 5.2. Coping Cycle of Change

There are six steps which can be used by individuals within organizations to cope with change. The diagram below represents this idea as proposed by Burnes (2009).

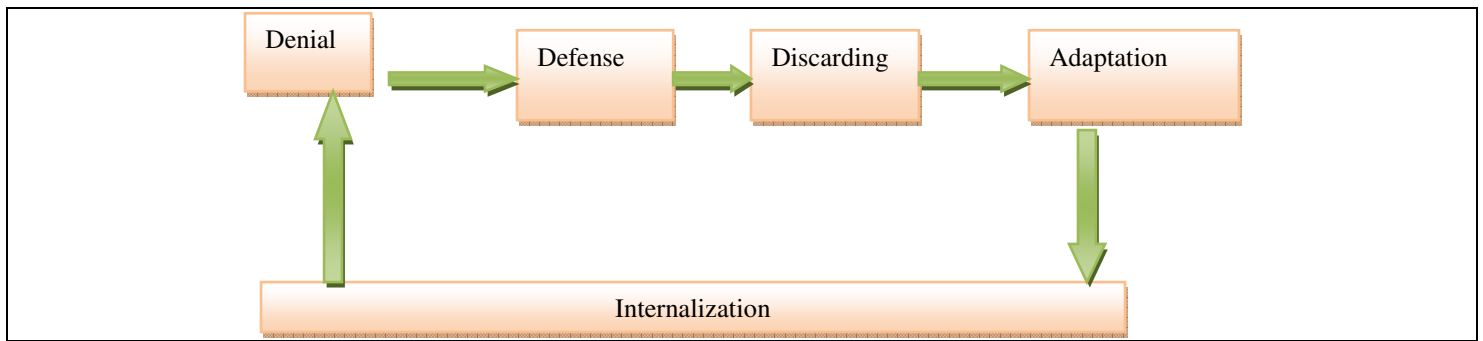


Figure 7

Source: Burnes (2009)

- i. Denial- When Change is inevitable the first reaction would be to deny that there is a need for change
- ii. Defense- Once people realize that change is inevitable, this can lead to some people defending their past practices and practically look for ways for not adopting the new methodology for performing their tasks
- iii. Discarding- People need to adjust to change. Once they realize that change will happen whether they like it or not they begin the process of discarding past behavior recognizing that what worked before is not going to work now
- iv. Adaptation- Those affected by the change must adapt to the new ways of working and the new methodologies must also take into account the existing people and circumstance
- v. Internalization- Change becomes fully operational here. People reach the point here they see the changes as new but not normal (Burnes, 2009)

### 5.3. Leaders Role in Managing Change

As depicted in this section, change is inevitable, due to the turbulent environmental factors and it is also an interruption to the status quo. There are certain steps that leaders can take to be able to manage the change process.

#### 5.3.1. Ways in Which Leaders Can Minimize Resistance to Change

1. Leaders should show relentless support and commitment to the change process
2. Communicate the need and urgency for change to everyone
3. Maintain ongoing communication about the change process
4. Avoid micromanaging and empower people to implement change
5. Ensure that change efforts are adequately staffed and funded
6. Anticipate and prepare people for the necessary adjustment that change will trigger, such as career counselling and or training (Lussier, 2014)

#### 5.3.2. Ways in Which Leaders Can Effect Successful Change

1. Articulating and compelling reason for change.
2. Having a roadmap for implementation including training programs for required skills/competencies.
3. Forming a coalition of supporters and experts during the early stages of the change process.
4. Staying the course in spite of difficulties.
5. Keeping the process transparent.
6. Having a plan for dealing with resistance. (Lussier, 2014)

## 6. Conclusion

Leaders should embody the change that he or she wants to see. Change is what will keep an organization relevant in the industry. It is therefore necessary and inevitable. Leaders should therefore design strategies in response to or in anticipation of changes in its environment in order to have competitive advantage and success. The model below should be used and leaders should analyze how well they implement each element in order to realize success.

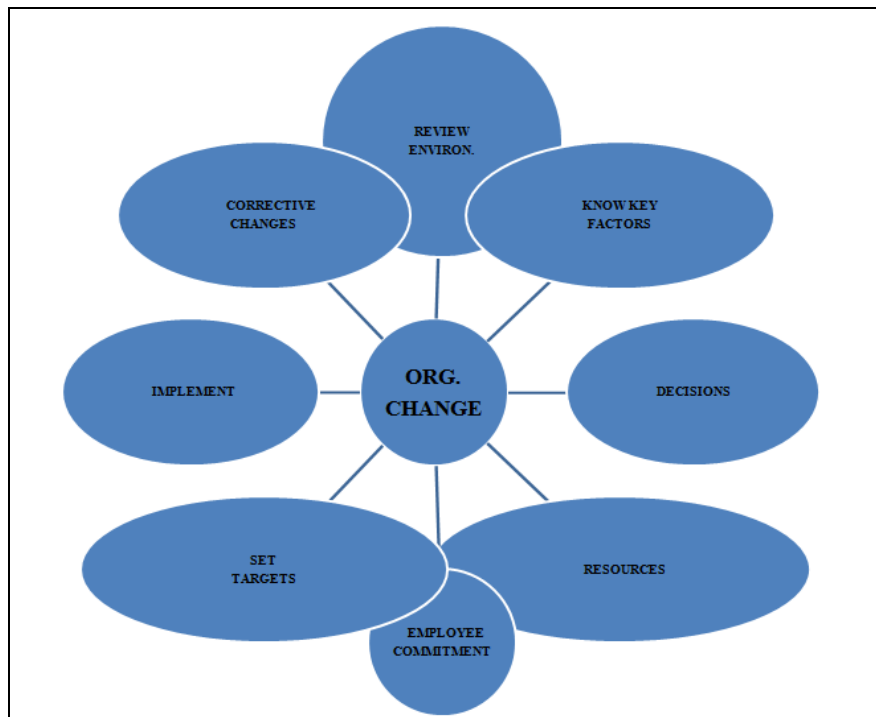


Figure 8: Potential

## 7. References

- i. Armstrong, M. (2006). A handbook of Human Resource Management Practice. London: Kogan.
- ii. Burke, W. a. (1992). A causal model of organizational performance and change. *Journal of Management* , 523-45.
- iii. Burnes, B. (2009). *Managing Change*. Essex, England: Pitman Imprint.
- iv. C.Peus, D. M. (2009). Leading and Managing Organizational Change Initiatives. *Management Review* , 158-175.
- v. Flamholtz, E. (1995). Managing organizational transition: impacts for corporate and human resource management. *European Management Journal* , 29-51.
- vi. George, G. J. (2008). *Contemporary Management* . McGraw-Hill/Irwin.
- vii. Greiner, L. E. (1972). Evolution and revolution as organizations grow. *Harvard Business Review* , 50:37-46.
- viii. Gullickson, B. (2010). Wisdom at the Edge. *Strategic Finance* , 21-22.
- ix. Gusfield, J. (1957). The problem of generations in an organizational structure. *Soc. Forc* , 35:323-30.
- x. Hayes, J. (2010). *The theory and practice of change management*. New York: Palgrave MacMillan.
- xi. Johnson, S. (1998). *Who Moved My Cheese*. New York: Penguin Putnam.
- xii. Lanning, H. (2001). PLANNING AND IMPLEMENTING CHANGE IN ORGANISATIONS –A CONSTRUCT FOR MANAGING CHANGE PROJECTS.
- xiii. leading Change and Managing Resistance. (2009, December). pp. 1-2.
- xiv. Lewin, K. (1951). *Field Theory in Social Science*. New York: Harper and Row.
- xv. Lockett, B. (2004). *Change Management*. Retrieved from [www.learninglab.or.uk/papers/CHANGE\\_MANAGEMENT](http://www.learninglab.or.uk/papers/CHANGE_MANAGEMENT)
- xvi. Lussier, A. (2014). *Effective Leadership*. Canada: South-Western Cengage Learning.
- xvii. Marshak, R. (2004). Morphing: The Leading Edge of Organizational Change in the Twenty-First Century. *Organizational Development Journal* , 8-21.
- xviii. Moran, J. a. (2001). Leading organizational change. *Career Development Interna- tiona* , 111.
- xix. Nadler, D. a. (1995). Types of organizational change: from incremental improvement to discontinuous transformation.
- xx. P.Brotherton. (2011). Employees Skeptical of Chaneg Efforts Look to Influential Peers. *T+D* , 27.
- xxi. Pascale, R. a. (1981). *The Art of Japanese Management*. New York: Warner Books.
- xxii. Ritchie, B. (2006). Lewin's Change Management Model: Understanding the Three Stages of Change.
- xxiii. Romanelli, E. a. (1994). Organizational transformation as punctuated equilibrium: an empirical test. *Academy of Management Journal* , 1141-66.
- xxiv. Rouda, R. a. (1995). Organization development of change. *Tappi Journal* , 1-4.
- xxv. Shamir, B. H. (1993). The motivational effects of charismatic leadership: a self-concept based theory. *Organizational Science* , Vol.4 No.4, pp.577-594.
- xxvi. Strelbel, P. (1996). Breakpont: How to stay in the game. *Mastering Management* , 17.
- xxvii. Weisbord, M. (1976). Organizational diagnosis: six places to look for trouble wih or without a theory. *Group and Organizational Studies* , 430-47.