

Assessment 4

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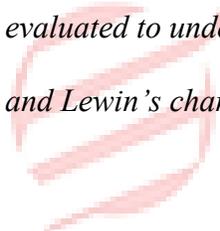
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Abstract

The report deals in defining and understanding aspects of change management, transactional leadership and transformational leadership. In the first part of the report an organizational change is described and then transactional as well as transformational leadership style is applied to it. There are two types of change described incremental and radical change which are evaluated to understand the better amongst the two. Then Kotter's change management steps and Lewin's change management model is described to understand the framework for change.



EssayCorp 5 years

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1.0 A change event at workplace

Organizations adapt to a number of changes in order to maintain their competitive advantage within the industry (Anderson, 2010). Change is often defined as a strategic process integral to managing the complex demands of the competitive markets. A change is often viewed by employees as a negative process, one such change process is installation of automated software in office for various accounting and other functionalities. This change experience was unique to me, as it was brought about suddenly with lots of paper and other stationery being removed and creation of office space in order to accommodate Bluetooth laser printers. Our senior team leader brought about the changed process with gradual training and updating regarding the various processes and software. Each one of us was given a computer or a laptop and they were connected by means of a central server called 'intranet'. The process eased working and flow of information thus enabling efficiency within the system (Liu, 2010).

2.0 Transactional leadership

Transactional leadership is a managerial leadership style that stresses on supervision, performance and organizational goals. In this style of leadership the primary focus is on compliance for performance through punitive and reward methods. (Pieterse, 2010) This type of leader's follows performance of followers closely for any deviation and hence is extremely effective in crisis situations. Transactional leaders generally want their team members to follow to obey in return of which they offer rewards. Individuals who are ambitious often thrive in transactional leadership framework as they are generally motivated by external rewards or

compensation. But in other cases it can lead to immorality and high employee turnover and even dissatisfaction to an extent.

3.0 Transformational leadership

Transformational leadership is a relatively new style of leadership, which was developed where leaders worked along with subordinates for guiding through a process of change and innovation. Transformational leaders were identified as motivated individuals with vision and communicating capabilities (Gumusluoglu, 2009). The key inspiration for transformational leaders is to increase motivation and morale amongst followers through inspiration. A transformational leader tries and enacts role model for followers; hence take greater ownership of work and team members. They have good skills for resolving conflicts and understand the strengths as well as weaknesses of followers, which helps enhance their performances. Transformational leaders are known to increase employee engagement and productivity, which leads to low employee turnover.

4.0 Aspects of transactional leadership in the above change event

Transactional leadership can be applied to a change event in case the team consists of ambitious employees, who can be motivated by rewards and other benefits. A transactional leader in a change event defines and delegates appropriate targets to his followers or employees who then need to follow the same (Fisher, 2009). A transactional leader is effective in achieving targets by continuous and regular monitoring of activities designated to employees. A transactional leader can sometimes be very strict and also turn punitive in case employee fails to achieve

deliverables. Thus, in a change event a transactional leader monitors and handles the situation by taking directives from management and then allocating responsibilities amongst employees.

5.0 Appropriateness of transactional leadership for this change event

A transactional leader is during a change event is appropriate in bringing about the change effectively within the specified deadline. In the above change event a transactional leader will design and set targets for his employees team and then provide necessary rewards or pay benefits to achieve the same. A transactional leader adequately takes goals regarding the change process from upper level management (Aarons, 2006). A transactional leader is instrumental in designing of goals for individual team members and is able to motivate them by announcing adequate rewards for the same. A transactional leader brings about competitiveness within the team and challenges which brings about motivation. Thus, a transactional leader functions within the cultural framework of the organization.

6.0 Aspects of transformational leadership in the change event

Transformational leaders are said to bring about the process of change efficiently and effectively (Avolio, 2013). A transformational leader is able to effectively convince employees to participate in the change process such that it can be brought about effectively. In the above change procedure, a transformational leader is ideal in bringing about the change process. A transformational leader communicates regarding all aspects of the change to the employees that management has to say and then plays the role model in bringing about the change. All aspects of the change processes and procedure are brought about and evaluated prior to applying them on the employees. He not only plays the role model but also regularly appraises employee

performance towards the changed processes such that it can be achieved in targeted time frame. Hence, the entire responsibility of the change lies solely on a transformational leader.

7.0 Appropriateness of transformational leadership for this change event

A transformational leader is appropriate for any desired change event. They are able to impact the organization and its internal stakeholders in a positive way (Bass, 2006). For any change process a transformational leader communicates entire management objectives to the employees. Employees are made to feel a part of the change processes and participate accordingly; a transformational leader acts as a role model guiding his followers through the process of change. He will stay with his followers on every step of change without abandoning them and form a part of their team in order to achieve the goals provided by the management. Hence, a transformational leader changes the organizational culture to mold it in his way for increasing productivity.

8.0 Incremental change

An incremental change is a process of gradual positive change within a business environment to remain competitive. It is a strategic process applied within the organizational culture to change it gradually in order to meet the growing and caging needs to shareholders (DiLiello, 2006). Prior to applying the process, an evaluation process is conducted to understand the divergent needs of the organization to meet strategic challenges. An incremental change is either brought about by outside professional help or by a transformational leader.

9.0 Radical change

In many instances an organization faces the need for fundamental change arising from declining profits, decreasing market share, prospects at a distant market or due to threat from competitors. Under these circumstances organizations feels the need for applying a radical change which can help it gain back its competitive edge (Herold, 2008). Radical change involves a series of rapid and emergent transformation arising from decisions taken by the upper management. A radical change may alter organizational culture overnight and can involve several negative impacts on employees such as downsizing, resizing and so on. For a positive radical change to take place it is important that either a change management leader or professional agent is involved to handhold the change.

10.0 The before-mentioned change event was incremental or radical, and justify why it was so.

Incremental change is often valued by many as having positive impacts, whereas radical change is often negative in nature. The above change was incremental in nature, as the organization already had automated systems. But the changed processes involved implementing newer automated systems to increase pace of work and improve accuracy, thus impacting overall productivity and performance. The change was introduced gradually with trainings given to employees and adjustment made to bring about the change.

11.0 The most appropriate implementation for the change event, and justify your judgement.

Incremental change process has multiple positive effects as it does not hamper internal stakeholder's motivational levels or morale (Cameron, 2014). Radical change has been seen to effect employee engagement levels which further hamper their productivity and turnover.

Incremental change process is more beneficial and better to apply as compared to radical change process as it puts less strain of organizational resources towards the change endeavor. In this incremental change employees had time to prepare themselves mentally and to gain necessary training for the change processes, which is not there, is radical change process. Hence, it can be concluded that incremental change is better for the change compared to radical change.

12.0 Overcoming barriers to change

While an organization prepares itself and adopts to change it faces a number of barriers.

Overcoming potential barriers to change is an integral process to apply the changed process (Chhokar, 2013). The most common barriers to change involves lack in employee motivation and involvement, absence of effective communication strategy between the management and employees, absence of conducive culture that inhibits change, absence of knowledge of current state of the organization and presence of complexity within the organization. Once an organization is able to overcome these barriers to change then it will be able to apply change management procedure.

13.0 Three actual or potential barriers in the change event, and explain why they were/could be barriers.

When an organization is adapting to a process of change the most important deterrent of all barriers is lack of employee motivation and involvement, absence of an effective communication strategy and organizational complexity (Huey Yiing, 2009). Employees are the key factors who bring about change within an organization hence when employees are not involved it becomes difficult to implement the change. Most integral part of a change process is effective communication of strategies to the employees from the management. Lack of effective communication can lead to conflict, stress, confusion and even turnover sometimes, hence needs

to be avoided. Organizational complexity is another potential factor that deters change. An organization that is properly organized and makes conscious effort towards change is able to easily adapt to change process compared to an organization that is not.

14.0 Method to overcome each actual or potential barrier

Potential barriers to change in an organization can be easily overcome by either hiring an outside professional change agent or applying transformational leader. An outside professional or a transformational leader will evaluate the prevailing situation within the organization then will design effective strategies in order to bring about the change (Piccolo, 2006).

Lack of employee involvement or motivation & Effective communication: The process includes effectively communicating management plans to the employees and motivating them towards the change process.

Organizational complexity: A transformational leader is able to sort out organizational complexity by forming and designing of appropriate strategies to affect the change. This involves effective communication, training of employees, deploying achievable targets for each employee.

15.0 Framework for effecting change

Kotter proposed an eight step process for bringing about change within organization sustainably. The processes involve creating a sense of urgency to adapt to the change processes. The first step involves a series of motivational and communication exercise for change process (Kotter, 2008).

Second step involves creating of a guiding coalition, by forming a team of capable transformational leader, who will be able to impact and bring about the change. Third step involves development of the change vision which involves forming achievable strategy within desirable time frame that can be attained. Fourth step involves communication of the destined vision to the team such as to mitigate any confusion regarding goal. Fifth step involves empowering others to act; this processes removes or reduces any barriers to the change as employee skillsets, organizational structure, and individual resistance and so on. Sixth step is creating quick wins or short-term wins that can impact long-term change by building momentum and overcoming resistance. In the seventh step, the primary focus is on employee empowerment process with strategic vision of leaders hence overcoming barriers to change. In the eight step, the change processes is infused with the corporate culture. In this final step change processes is seen as a beneficial endeavor by the employees as well.

16.0 Framework of change best reflected in the process actually used in the change event.

Kotter's change management process involves an eight staged events, where each stage relate to a particular process within the change event framework (Nguyen, 2011). Lewin's change model resembles the first four steps as unfreezing where employees are communicated and empowered to adapt to the change processes. The final four stages are regarded as refreezing where the organization stabilizes from the change process. Thus, Lewin's model of change framework is equally better or applicable for change management process.

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