

## **CHANGEMANAGEMENTORCHANGELEADERSHIP**

*<sup>a</sup>Nidhi Kadian, <sup>b</sup>Shivangi Priya and <sup>c</sup>Priyanka Jarolia*

*<sup>a</sup>B.Com Student, School of Commerce and Management, Lingaya's Vidyapeeth, Faridabad*

*<sup>b</sup>Research Assistant, School of Commerce and Management, Lingaya's Vidyapeeth, Faridabad*

*<sup>c</sup>Assistant Professor, School of Commerce and Management, Lingaya's Vidyapeeth, Faridabad*

### **ABSTRACT**

This paper argues that, while change must be well managed, it also requires effective leadership to be successfully introduced and sustained. An integrative model of leadership for change is proposed, reflecting its cognitive, spiritual, emotional and behavioral dimensions and requirements. The model comprises vision, values, strategy, empowerment, and motivation and inspiration. The paper concludes with a brief account of the application of the model in varied strategic change situations. Leadership and Change Management provides the reader with a practical, real-world understanding of several dimensions of leadership that are usually neglected in management textbooks, such as the nature of new realities and how managers can improve their insight into them, and how leaders can identify and overcome resistance to change. Drawing on a wide range of insightful, global real-life case studies to capture the imagination, the topics covered include critical systems thinking, philosophies of leadership, group dynamics, authority, ethics, personal character and the psychology of leadership. This comprehensive text will be of interest to anyone looking for a more thoughtful engagement with the key issues in leadership and change management.

### **Keywords**

Leadership; Management; Change; Strategy; Empowerment; Vision.

### **INTRODUCTION**

In today's rapidly changing business environment, organizations must be able to adapt and effectively to new challenges and opportunities. This requires a strategic approach to managing and leading change, which has become a critical competency for organizations of all sizes and industries. While change management and change leadership are often used interchangeably, they are distinct concepts that require different skills and approaches. In this research paper, we will explore the differences between change management and change leadership, their key concepts, models, and best practices, and provide recommendations for successful change initiatives.

#### ***Change Management, Change Leadership:***

##### *Definitions and Differences*

Change management is a structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state. It involves planning, coordinating, and implementing changes in a controlled and systematic manner, with a focus on minimizing

disruption and resistance. Change management typically involves the following steps:

1. Identifying the need for change
2. Defining the scope and objectives of the change
3. Developing a change plan and timeline
4. Communicating the change to stakeholders
5. Implementing the change in stages
6. Monitoring and evaluating the change outcomes

Change leadership, on the other hand, is a more visionary and inspirational approach to leading change. It involves creating a compelling vision for the future, inspiring and motivating others to support and implement the change, and building a culture of innovation and continuous improvement. Change leadership typically involves the following steps:

1. Creating a vision for the future
2. Building a coalition of supporters and change agents
3. Communicating the vision and rationale for change
4. Empowering others to take action and lead change initiatives
5. Modeling the desired behaviors and mindset
6. Celebrating successes and learning from failures

While both change management and change leadership are important for successful change initiatives, they serve different purposes and require different skills and approaches. Change management is more tactical and focused on the mechanics of change, while change leadership is more strategic and focused on the people side of change. Change management is about managing the process of change, while change leadership is about leading people through change.

### ***Key Concepts and Models of Change Management and Change Leadership***

There are several key concepts and models of change management and change leadership that have been developed and refined over the years. Here are some of the most influential and widely used ones:

***Kotter's 8-Step Change Model:*** This model, developed by Harvard Business School professor John Kotter, outlines an eight-step process for leading change, starting with creating a sense of urgency and ending with anchoring new approaches in the culture.

***Lewin's Change Management Model:*** This model, developed by social psychologist Kurt Lewin, proposes a three-step process for managing change, consisting of unfreezing the current state, moving to the desired state, and refreezing the new state.

***McKinsey 7S Framework:*** This model, developed by management consulting firm McKinsey & Company, identifies seven key factors that contribute to organizational effectiveness, including strategy, structure, systems, shared values, skills, style, and staff.

***Prosci ADKAR Model:*** This model, developed by change management consultancy Prosci, focuses on the individual level of change and identifies five stages of change: awareness, desire,

knowledge, ability, and reinforcement.

**Nudge Theory:** This theory, developed by behavioral economists Richard Thaler and Cass Sunstein, proposes that small, subtle changes in the environment can influence people's behavior and decision-making and can be used to promote positive change.

### ***Best Practices for Change Management and Change Leadership***

Based on the key concepts and models of change management and change leadership, here are some best practices for leading successful change initiatives:

1. Start with a clear vision and rationale for change: Change initiatives that are grounded in a compelling vision and a strong rationale for change are more likely to succeed than those that are driven by vague or ambiguous goals.
2. Build a coalition of supporters and change agents: Change initiatives that are supported by a diverse group of stakeholders, including leaders, managers, and employees, are more likely to succeed than those that are driven by a single individual or group.
3. Communicate effectively and frequently: Change initiatives that are communicated clearly, consistently, and transparently are more likely to succeed than those that are shrouded in secrecy or ambiguity.
4. Empower others to take action and lead change initiatives: Change initiatives that are driven by a broad base of employees and stakeholders are more likely to succeed than those that are controlled by a small group of leaders.
5. Model the desired behaviors and mindset: Change initiatives that are led by leaders who embody the desired values and behaviors are more likely to succeed than those that are led by leaders who do not walk the talk.
6. Monitor and evaluate progress: Change initiatives that are monitored and evaluated regularly are more likely to succeed than those that are not.
7. Celebrate successes and learn from failures: Change initiatives that celebrate successes and learn from failures are more likely to create a culture of continuous improvement and innovation than those that do not.

### **WHY 'MANAGEMENT' IS NECESSARY BUT NOT SUFFICIENT**

Change programmes often fail because of poor management: poor planning, monitoring and control, lack of resources and know-how, and incompatible corporate policies and practices. Good management of change is a sine qua non.

How change may be mismanaged is well known. Change efforts may fail because of poor planning, monitoring and control, focusing more on the objective than on the steps and process involved, a lack of milestones along the way, and failing to monitor progress and take corrective action. Change efforts often lack the necessary resources, eg budget, systems, time and information, and the necessary expertise — knowledge and skills. Corporate policies and practices sometimes remain the same and become inconsistent with the aims and strategies for change. For example, the performance criteria used in appraisal and reward policies may not support and reinforce a desired performance-driven, teamwork-oriented culture, resulting in a disincentive or lack of incentive to change behaviour. A

large European study found that the most successful organisations make mutually supportive changes in terms of changes in roles, governance structures and strategies (Whittington et al., 1999).

Change is all too often regarded as a 'quick fix'. This fails to address the implications of the change for the organisation as a whole and therefore causes unforeseen and unacceptable disruption. Change initiatives are often the result of the naïve adoption of management fads. Such fads frequently deal with only one aspect of an organisation's functioning without regard to their implications for other aspects.

Lack of communication or inconsistent messages and the resulting misunderstanding of the aims and process of change lead to rumours that demoralise people and to a lack of commitment to change.

A lack of commitment to change may be due to a lack of compelling evidence for the benefits of change. It shows itself in objections, unwillingness to consider options or look at process issues, and the use of 'hidden agendas' or delaying tactics. Top management itself may display a lack of commitment to change. Their commitment is evident in several ways: their unequivocal acceptance of ownership and responsibility for success of the change initiative, eagerness to be involved, willingness to invest resources, willingness to take tough decisions when required, awareness of the impact of their own behaviour, a consistent message, and the holding of regular reviews of progress.

Change efforts that are purely 'managerial' in nature, especially those that are mismanaged, result in a lack of dedicated effort, conflict between functional areas and resistance to change. Resistance to change is a common phenomenon. Kubr (1996) provides a good account of why people resist change. A cognitive and behavioural reason is lack of know-how. A lack of conviction that change is needed — questioning the meaning and value of the change for individuals — inevitably leads to a lack of motivation to change. Perhaps the most powerful forces of resistance to change, however, are emotional:

1. dislike of imposed change.
2. dislike of surprises.
3. lack of self-confidence and confidence in others: fear of the unknown and of inadequacy and failure and the adverse consequences, such as share price decline and blame.
4. reluctance of management to deal with difficult issues (especially in the case of managers approaching retirement)
5. disturbed practices, habits and relationships: 'We've always done it this way'. Moving people from their 'comfort zone' means moving from the familiar, secure and controllable to the unfamiliar, insecure and uncertainly controllable
6. self-interest and shifts in power and influence such as loss or change of role in the organisation
7. lack of respect and trust in the person or people promoting change and scepticism as a result of the failure of previous change initiatives.

### **THE LEADERSHIP OF CHANGE**

The keys to successful change, according to an American Management Association survey (American Management Association, 1994), are first and foremost leadership, followed closely by corporate values and communication (Table 1).

If change is a process of taking an organisation (or a nation) on a journey from its current state to a desired future state and dealing with all the problems that arise along the journey, then change is

about leadership as well as management. Leadership, in The Leadership trust's view, is about showing the way: using personal power to win the hearts and minds of people to work together towards a common goal (Gill, 2001). The leadership of change, for the chief executive, Hooper and Potter (2000) say, means 'developing a vision of the future, crafting strategies to bring that vision into reality [and ensuring] that everybody in the organisation is mobilising their energies towards the same goals . . . the process we call "emotional alignment"'. It can be argued that the most difficult challenges facing leaders today are making sure that people in the organisation can adapt to change and that leaders can envisage where the organisation is currently placed in the market and where it should be in the future (Heifetz and Laurie, 1997).

The case for alignment is made in a report by World Economic Forum (2000) in partnership with management consultants Booz Allen & Hamilton and the Center for Effective Organisations at the University of Southern California:

'Alignment galvanizes people around the aspirations and objectives of the company. People know what is to be done, and understand how they as individuals contribute to the whole. Adaptability enables the organisation to change rapidly and effectively in response to external threats or opportunities.'

Alignment is displayed by a shared understanding, common orientation, common values and shared priorities. Adaptability is displayed by environmental sensitivity, tolerance for contrary views, a willingness to experiment, tolerate failure and learn from it, and the ability to respond quickly to change — organisational agility. Both alignment and adaptability are needed (World Economic Forum,2000):

'Alignment without adaptability results in bureaucratic, sclerotic organisations that "can't get out of their own way" ...

Adaptability without alignment results in chaos and resources wasted on duplicate and conflicting efforts.'

The former chairman of ICI, Sir John Harvey-Jones (1988), takes a radical view of alignment: 'In the future the organisation will have to adapt to the needs of the individual, rather than expecting the individual to adapt to the needs of the organisation.'

**Table1. Keys to successful change:**

**Survey of 259 senior executives in**

**Fortune 500 companies in the USA**

*% mentioning this as  
important*

Leadership	92
Corporate values	84
Communication	75
Team building	69
Education and training	64

Nixon (2002) identifies 'big issues' concerning global business leaders: creating successful and sustainable workplaces, the need to be good corporate citizens and at the same time profitable, the gap between strategy makers and those not involved, products that damage the quality of life, and a yearning for meaning and balance in life, 'uniting body, mind, heart and spirit'.

Dubrin (2001) says that 'The transformational leader . . . [helps] group members understand the need for change both emotionally and intellectually.' How to meet the challenge of change can be understood more broadly using a new model of transformational leadership. This model attempts to integrate the multiple dimensions and requirements of leadership — the cognitive, spiritual, emotional and behavioural.

### **THE DIMENSIONS AND REQUIREMENTS OF LEADERSHIP**

Leadership theory has developed along separate tracks that have never fully or usefully converged. Nevertheless, each track provides a distinct dimension and set of requirements for effective leadership. These tracks are the study of cognitive or rational processes (cognitive intelligence), the need for meaning and worth in people's work and lives (spiritual intelligence), emotions or feelings (emotional intelligence) and volitional action or behaviour (behavioural skills) in leadership (Gill, 2002).

#### ***The intellectual/cognitive dimension and requirements of leadership — 'thinking'***

Strategic failure, especially in times of rapid change, is often the result of the inability to see a novel reality emerging: the corporate mind is wedded to obsolete assumptions that blind it to the perception of change. Effective leadership requires the intellectual or cognitive abilities to perceive and understand information, reason with it, imagine possibilities, use intuition, make judgments, solve problems and make decisions. These abilities produce vision, mission (purpose), shared values and strategies for pursuing the vision and mission that 'win' people's minds.

#### ***The spiritual dimension and requirements of leadership — 'meaning'***

'Spirit', according to Webster's Dictionary and the Oxford English Dictionary, is a person's animating principle. The spiritual dimension of leadership concerns the yearning for meaning and a sense of worth that animate people in what they seek and do. Meaning and this sense of worth depend on the vision and shared values to which one is party. William W. George, chairman and CEO of Medtronic, Inc. — one of the world's leading medical technology companies, based in Minneapolis — and the Academy of Management's 2001 'Executive of the Year', argues that people at work today seek meaning and purpose in their work. When they find it, '[they] will buy into the company's mission and make the commitment to fulfilling it' (George, 2001). Dess and Picken (2000) quote Xerox PARC guru John Seely Brown as saying: 'The job of leadership today is not just to make money: it's to make meaning.' Effective leadership 'wins people's souls'.

#### ***The emotional dimension and requirements of leadership — 'feeling'***

Effective leadership also requires well-developed emotional intelligence — the ability to understand oneself and other people, display self-control and self-confidence, and to respond to others in appropriate ways. Emotionally intelligent leaders use personal power rather than positional power or authority. Emotional intelligence, in addition to cognitive and spiritual intelligence, is key to identifying and promoting the shared values that support the pursuit of vision, mission and strategies and to empowering and inspiring people. Emotionally intelligent leaders 'win people's hearts'.

#### ***The behavioural dimension and requirements of leadership — 'doing'***

While the necessary behavioural skills of leadership include both using and responding to emotion, for example through 'body language', they also comprise communicating in other ways through writing, speaking and listening —using personal power — and through physical behaviour, for example MBWA ('managing by walking around'). Communication is the 'life blood' of the organisation and the 'oxygen' of change within it.

## **A NEW MODEL OF LEADERSHIP FOR CHANGE**

Effective leadership of change reflects all of these dimensions of leadership. An integrative model of leadership for successful change needs to explain the following elements of effective leadership practice: vision, values, strategy, empowerment and motivation and inspiration. Effective emotional and behavioural leadership without valid vision and strategic thinking can be misguided, even dangerous. The converse is impotent.

### ***Vision***

'Without vision, a people perish', one is told in the Bible,<sup>3</sup> and so does an organisation. The foundation of effective leadership is defining and communicating an appealing vision of the future. One of the best definitions of a vision comes from the Oxford English Dictionary: 'something seen vividly in the imagination, involving insight, foresight and wisdom'. A vision is a desired future state: this is the basis for directing the change effort. Kotter (1995a) suggests that the starting point in a successful change process is attaching a sense of urgency and importance to change. Kotter says it is necessary to create dissatisfaction with the status quo and an understanding of the need to change. He quotes a former CEO of a large European company as saying that successful change begins by '[making] the status quo seem more dangerous than launching into the unknown'. This is the basis for developing a vision for change. Sylvie Jackson of Cranfield University's Royal Military College of Science starkly illustrates how little vision figures in communication in organisations:

'Total amount of communication going on to an employee in three months = 2,300,000 words or numbers. Typical communication of a change vision over a period of three months = 13,400 words or numbers.  $13,400/2,300,000 = 0.0058$ . The change vision captures only 0.58% of the communication "market share".'  
(Jackson, 2001)

The British government has identified leadership as key to meeting the challenges of change in public services (Performance Improvement Unit, 2001). Change starts with a vision: 'The Government has to present a clear picture . . . of the kind of society it [wants] from its reforms and stop being seen as a "value-free zone"', says health secretary Alan Milburn. Prime minister Tony Blair responds: '[New Labour] needs to rediscover its political vision . . . building a Britain of opportunity for all' (Waugh and Morris, 2002).

Vision needs to be meaningful, ethical and inspiring. Effective visions are imaginable, desirable, feasible, focused, flexible and communicable (Kotter, 1995b). They are memorable and quotable. Senge (1990) sees vision as a driving force, while Covey (1992) describes vision as 'true north', providing a 'compass'. Vision helps to create commitment, inspiration and motivation by connecting and aligning people intellectually and emotionally to the organisation; and it is associated with organisational growth and success (Baum et al., 1998). A shared vision is key to successful change. Kakabadse (2002) reports the finding from a survey at Cranfield School of Management of over 12,000 organisations that more than one-third of directors have a vision of the future of their organisation that is different from those of their colleagues. Without a shared vision,

there is no alignment. Senge (1990) puts it this way:

'In a corporation, a shared vision changes people's relationship with the company. It is no longer "their company"; it becomes "our company". A shared vision is the first step in allowing people who mistrusted each other to begin to work together. It creates a common identity.

### **Values and culture**

A Nepalese Buddhist mantra says: 'Open your arms to change, but don't let go of your values' Values are principles held dear in people's hearts by which they live (and sometimes die). Covey (1992) makes the distinction between personal values, which are intrinsic, and corporate values, which he regards as extrinsic guiding principles for behaviour throughout the organisation.

The challenge of change has stimulated an emphasis on values-based leadership. O'Toole (1995) says that there is a widespread belief among corporate executives in the need to create strong, shared values to unite people in a fragmented world. The fear, though, is the danger of 'groupthink'. Yet, if there is one organisational characteristic that provides the 'glue' in uniting people, it is trust. As O'Toole suggests, trust 'emanates from leadership based on shared purpose, shared vision, and, especially, shared values' (O'Toole, 1995).

Bennis and Goldsmith (1997) point out that 'Leaders walk their talk; in true leaders, there is no gap between the theories they espouse and their practice'. Effective leaders are role models for corporate values: they set an example.

Collins and Porras (1998) contend that corporate values are 'not to be compromised for financial gain or short-term expediency'.

Effective leadership entails identifying and promoting shared values. Shared values are a key feature of a strong organisational culture (that includes beliefs, attitudes and patterns of habitual behaviour) that supports a common purpose and engenders commitment to it. Values that are not shared can be dysfunctional (Drucker, 1999). Shared values create a sense of belonging and may contribute positively to competitive advantage (Deetz et al., 2000). Indeed, a change orientation is one of the common values among the most admired companies in the USA (Kets de Vries, 2000), and firms have become more customer and stakeholder focused, more time-competitive and more value-added and quality focused (Cannon, 2000).

Networks of power and influence and 'horizontal' relationships will replace the formal hierarchies found in bureaucratic organisations (Gill et al., 1998). New organisational cultures will supplant bureaucratic cultures that are characterised by hierarchy, boundaries, internal orientation, control and the need to avoid mistakes (Hastings, 1993).

Bureaucracy is a well-documented hindrance to developing a learning culture.

One of the problems of change during mergers and acquisitions is that change is exciting for those who do it and threatening for those to whom it is done. The solution that worked for one company was to get people to participate in it. When ScottishPower acquired Manweb and Southern Water in the 1990s, it created 'transition teams' with managers from the acquired company to create shared values and human resource policies and practices. Culture change programmes are about 'changing hearts, minds and souls' of employees (Rajan, 2000). This takes a long time, and it requires some luck: Amin Rajan says, 'The 'big bang' approach has the potential to inflict ... collateral damage', although sometimes it may be necessary. Bill Cockburn, managing director of British Telecoms'



UK operations, believes that in his business, incrementalism does not work: 'radical reinvention' is required (Monks, 2000). But, to be more effective, culture change requires leaders to plan and implement sequential, but incremental, changes.

An example of a culture change programme aimed at changing feelings of involvement, consultation and values is that experienced at Marks and Spencer. Marks and Spencer fell from grace at the end of 1998, with a drastic fall in shareholder value. Under a new chairman, Luc Vandervelde, in early 2000, a major initiative was introduced to revolutionise the corporate culture as part of the recovery strategy. This entailed improving consultation — on key business issues rather than 'tea and toilets' — among managers and employees through Business Involvement Groups (BIGs) and training in consultation processes. The outcome, by May 2002, according to Marks and Spencer's Helen Eaton, was 'a greater mutuality of interest at meetings, with managers and staff beginning to work together on key business issues . . . [and] . . . more openness, honesty, trust and professionalism' as well as a clearer sense of direction (Law, 2002).

Wendy Sullivan and her colleagues describe how aligning the values of the people in the organisation — and those of the organisation itself — can help to bring about rapid change, citing the case of Sellotape (Sullivan et al., 2002). The company significantly improved business performance, with profitability increasing from 3 per cent to 10 per cent over two and a half years, and significant improvements in individual job satisfaction and fulfilment and in morale and teamwork.

### ***Strategy***

Without strategies for change, vision is a dream. Strategies are ways of pursuing the vision and mission; they are informed by vision, mission and values. Strategic plans are 'road maps' of a changing terrain in which a compass (vision) is needed (Covey, 1992). Effective leadership entails developing, getting commitment to and implementing rational business strategies based on possible future scenarios for the organisation. A key issue with the effectiveness of strategies is where their ownership lies and commitment to them: effective strategy development taps the wisdom of people in the organisation (Eden, 1993).

William W. George of Medtronic says, 'Employees can adapt to major strategic shifts as long as the company's mission and values remain constant' (George, 2001). This is an important factor in maintaining trust in top management. Medtronic is 'completely reinvented' every five years in terms of its business strategies. For example, between 1989 and 1994, the company was transformed from a pacemaker company into a broader cardiovascular business, with revolutionary new therapies during the following five years, and with further innovations likely over the next five to ten years reflecting its 'Vision 2010'. Meanwhile, mission and values have remained, and will remain, constant. Innovation and change require structural flexibility, but with the stability to deliver products and services on time.

Peters (1993) calls this 'permanent flexibility'. It is well established in the management literature that structure must serve strategy, not the converse. An example of how structures have changed is the introduction of short-term, high-performance teams, superseding permanent functional or departmental teams and cross-functional teams. They come together for a specific purpose and, on

achieving it, disband. The consequences are roles that frequently change and temporary and varied leadership roles. An effective strategy for change entails creating a guiding coalition — putting together a group of people with enough power to lead the change — and getting it to work together as an effective team (Kotter, 1995a). Kotter also emphasises the need to use every method possible to communicate constantly and explain the new vision and strategy and ensure the guiding coalition models the behaviour expected of all employees.

### ***Empowerment***

Like so many aspects of leadership, empowerment is not a new idea. In the fifth century BC, Lao Tzu wrote: 'As for the best leaders, people do not notice their existence. The next best, the people honour and praise. The next, the people fear. And the next, the people hate. But when the best leader's work is done, the people say, "We did it ourselves".'<sup>4</sup>

Empowerment literally is giving people power. It is about making them able to do what needs to be done in the change process. In practice, empowerment is giving people the knowledge, skills, opportunity, freedom, self-confidence and resources to manage themselves and be accountable. Important aspects of empowerment are stimulating people's intellects and imagination, in particular their creativity in the change process, risk taking and trust. Empowering people for action in part entails getting rid of obstacles to change, removing or changing systems or structures that undermine the vision, and encouraging risk taking, new ideas and innovative activities (Kotter, 1995b).

Bennis (1999) suggests that a 'shrinking' world with increasing technological and political complexity offers fewer and fewer arenas for effective top-down leadership. The key to real change, he says, is empowered teams. The need for rapid response and innovation has created a culture of 'intrapreneurship' in many companies. Innovation has become the province of all employees, not just those in the product development department. Encouraging intrapreneurship is an example of empowerment. General Electric successfully underwent extensive restructuring in the 1980s under chairman and CEO Jack Welch, to build a network of interrelated businesses with the aim of capturing top market-share positions in their respective industries. The change process included 'Work-Out', a way in which employees could participate in teams in the process, and 'Town Hall Meetings' with all employees to strengthen dialogue and understanding in respect of the change process and the new roles and work habits that were needed. Managers had previously been appraised solely on their ability to manage in a 'command-and-control' culture. Now, however, they were required to meet ownership, stewardship and entrepreneurial goals. Performance expectations and rewards were therefore realigned. As a result, GE strengthened its position in several global markets and greatly increased its market value. Empowerment is also about involving people in the change process. People are much more inclined to support what they help to create (and they resist what is forced on them).

Myers (1993) writes: 'Study after study finds that when workers have more control — when they can help define their own goals . . . and when they participate in decision making — their job satisfaction rises.' Tom Cannon describes how organisations have responded to the challenge of change (Cannon, 2000). They have created flatter structures with more empowered employees who are trusted more, expected to conform to shared values and encouraged to be more

entrepreneurial and innovative. They have introduced flexible learning programmes to enhance competencies in initiating and achieving successful change.

### **Motivation and inspiration**

Effective leaders motivate and inspire people to want to do what needs to be done. In any change process, the change champions — leaders — must be credible. Credibility comes from perceptions of honesty and competence in leaders and from their ability to inspire, say Kouzes and Posner (2002). Motivation and inspiration arise from alignment of organizational goals with individuals' needs, wants, values, interests and aspirations and from the use of positive and appealing language. Motivation also arises from short-term wins. Gaining short-term wins entails planning and creating visible improvements during the change process. It also entails visibly recognizing and rewarding people who made the wins possible (Kotter, 1995a).

Positive and appealing language is characterised by framing the message and crafting one's rhetoric. Framing the message, Conger (1999) says, is 'connecting your message with the needs, interests and feelings of those whose commitment you need' and, thereby, Goodwin (1998) says, 'making people feel they have a stake in common problems'. Examples of framing language are: — linking the message with the benefits for everybody involved — reflecting their values and beliefs — talking in their language

- matching body language with words
- moving from 'I' statements to 'we' statements
- making positive comparisons of their situation with that of others
- expressing confidence in people's ability to achieve.

Rhetorical crafting of language consists of giving examples, citing quotations, reciting slogans, varying one's speaking rhythm, using familiar images, metaphors and analogies to make the message vivid (Martin Luther King's allusion to 'the jangling discords of our nation' comes to mind), waxing lyrical and using repetition.

### **APPLYING THE LEADERSHIP MODEL**

This integrative model of leadership has been successfully applied in leadership development programmes in several organisations concerned with change: a manufacturing company, a private mental healthcare company, a public sector defence agency, the top management teams of two universities, a youth charity, and an insurance and emergency assistance company. Former US president Harry S. Truman is on record as saying: 'Men make history and not the other way round. In periods where there is no leadership, society stands still. Progress occurs when courageous, skilful leaders seize the opportunity to change things for the better.' 5 Change requires good management, but above all it requires effective leadership.

### **LITERATURE REVIEW**

This literature review highlights the multifaceted nature of change leadership, incorporating foundational theories, empirical studies, and contemporary challenges. As organizations continue to face rapid changes, effective change leadership emerges as a crucial competency for ensuring

sustained success and adaptability. Future research in this area should explore nuanced leadership approaches tailored to diverse organizational contexts. Leadership literature acknowledges the impact of technological disruption on change initiatives. Successful change leaders are agile in navigating the challenges posed by emerging technologies.

It can be argued that the successful management of change is crucial to any organisation in order to survive and succeed in the present highly competitive and continuously evolving business environment. However, theories and approaches to change management currently available to academics and practitioners are often contradictory, mostly lacking empirical evidence and supported by unchallenged hypotheses concerning the nature of contemporary organizational change management. The purpose of this article is, therefore, to provide a critical review of some of the main theories and approaches to organisational change management as an important first step towards constructing a new framework for managing change. Change leadership is a critical aspect of organizational dynamics, particularly in the fast-paced and dynamic landscape of modern businesses. This literature review explores key theories, frameworks, and empirical studies related to change leadership, emphasizing its significance in navigating and driving successful organizational change. From change management to change leadership: Embracing chaotic change in public service organizations Tom Karp, Thomas IT Helg

Journal of change management 8 (1), 85-96, 2008

Recognizing and responding to change is the oxygen of life for an organization, and leadership is fundamentally about focusing organizations on these new realities. Leadership and Change Management provides the reader with a practical, real-world understanding of several dimensions of leadership that are usually neglected in management textbooks, such as the nature of new realities and how managers can improve their insight into them, and how leaders can identify and overcome resistance to change. Drawing on a wide range of insightful, global real-life case studies to capture the imagination, the topics covered include critical systems thinking, philosophies of leadership, group dynamics, authority, ethics, personal character and the psychology of leadership.

This comprehensive text will be of interest to anyone looking for a more thoughtful engagement with the key issues in leadership and change management.

### ***Leadership Styles - Concepts and Forms***

Holmes [34] observed that the idea of leadership has triggered a wonderful pact of investigation. And, most of the researches have been done through surveys and interviews and, the results have provided valuable information about people's patterns as well as the stereotypes of good leaders. The study has also discover approximately what people contemplate to be a good leadership. All the same, a lot of people's still have the conservative belief that a good leader is for instance somebody &quot; who is authoritative, articulate, decisive, and until recently, typically male.

Even amongst citizens in many Western nations still consider the ideal leader to be white, notwithstanding the election of Barack Obama to the USA Presidency in 2009. As this condition proposes, nonetheless, stereotype and reality are regularly generally to some extent different According to Bunmi's estimation, leadership is a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organization goals; [35].

Mullins [36] further conceptualized a leader "as a person who delegates or influencing others to act so as to carry out specified objectives Therefore, nowadays organizations require effective leaders that can comprehend the difficulties of the fast changing global environment. In a situation wherein, the task is highly designed and at the same time the leader has good working relationship with the employees, then the success of the organisation will be highly dependable on the employees, [37]

Checklist 256 [38] mentioned that initial theories about management and leadership style were predominantly concentrated on the way authority was applied by the leadership in organisations. According to the research done at the University of Michigan in the 1950s, Rensis Likert discovered four different styles of leadership as follows: Exploitative/authoritative - the leader has little conviction or self-confidence in his subordinates Therefore, he/she manages the employees by giving out orders and uses fear and punishment tactics as motivators Benevolent/authoritative the leader has some faith in his workers but manages them in a patronizing and authoritarian manner Consultative the leader shows belief and assurance towards subordinates, seek out their views and thinking. nevertheless preserves decision making power aspect of the organization Participative the leader relies on his subordinates entirely, seeks and acts on their ideas and involves as well as in setting organizational goals. Furthermore, Ali [16] stated that Stephen Covey records in his book "Principle-Centred Leadership which issues a leader typically concentrates on He pointed out that leadership pay more attention on people than on things. Also, focuses on the long-term rather than the short term goals, on values and principles rather than activities, on mission, purpose and direction rather than on methods, techniques and speed In addition, Mahomed [39] observed that leadership has become a popular area of research as, it has been discovered that leadership has over two dozen different styles as already stated in literature.

## **OBJECTIVES**

The objective of this article is to describe a way for public services leaders to lead chaotic change. By chaotic change, it is meant changes in an organization when the external and internal complexity and uncertainty is high which is the case for most public organizations. Suggestions are made on how to lead chaotic change by influencing the patterns of human interaction and to focus change management on people, identity and relationships by changing the way people talk in the organization. Building on experiences from the private sector, the authors contend that change management effectiveness is low because leaders underestimate the complexity of change, focusing on tools, strategy and structures instead of paying attention to how human beings change by forming identities through relating. Also, in public services, the complexity of change is high as it equally deals with the transformation of complex patterns of interaction and relating. Successful change management practices in public service organizations should therefore take better account of unpredictability, uncertainty, self-governance, emergence and other premises describing chaotic circumstances. For a leader, this necessitates paying attention to how people form identities in organizations and avoiding design-oriented managerial interventions, as well as keeping at bay the anxiety caused by not being in managerial control.

## **RESEARCH METHODOLOGY**

The research methodology for the study on "Change Management or Change Leadership" aims to employ a comprehensive approach to investigate and analyze the intricacies of organizational change. Recognizing the significance of both change management and change leadership, the study will integrate

quantitative and qualitative research methods.

### ***Quantitative Research Design:***

#### *Survey Design:*

A structured survey will be designed to collect quantitative data on organizational change experiences. Participants will include employees at various organizational levels who have undergone recent change initiatives.

Survey questions will assess factors such as change communication, employee engagement, and perceived effectiveness of change strategies.

#### *Metrics and Measurements:*

Quantitative metrics will include Likert scale responses for assessing attitudes and perceptions. Key performance indicators (KPIs) related to change success, employee satisfaction, and productivity will be measured. Data on the duration and scale of change initiatives will be gathered for analysis.

#### *Sampling Strategy:*

A stratified random sampling method will be employed to ensure representation across different organizational levels and departments. Sample size will be determined using statistical calculations to achieve a confidence level of 95% and a margin of error of 5%.

#### *Data Analysis:*

Statistical analysis tools, such as SPSS, will be used to analyze survey responses. Descriptive statistics will be employed to summarize key findings, and inferential statistics will be used to identify significant correlations.

### ***Qualitative Research Design:***

#### *Interviews and Focus Groups:*

In-depth interviews and focus group discussions will be conducted with organizational leaders, change managers, and employees who have experienced change. Open-ended questions will explore participants' perceptions of leadership during change, challenges faced, and successful strategies employed.

#### *Thematic Analysis:*

Qualitative data will undergo thematic analysis to identify recurring patterns and themes. Themes will be categorized into leadership styles, communication effectiveness, employee involvement, and organizational culture.

#### *Case Studies:*

In-depth case studies of organizations that have undergone successful and unsuccessful change initiatives will be conducted. These case studies will provide rich qualitative insights into the contextual factors influencing change outcomes.

### ***Integration of Quantitative and Qualitative Data:***

#### *Mixed-Methods Analysis:*

The study will employ a mixed-methods analysis to integrate findings from both quantitative and qualitative data. Triangulation will be used to validate results, providing a more robust and comprehensive understanding.

#### *Comparative Analysis:*

A comparative analysis will be conducted to identify patterns and divergences between quantitative and qualitative findings. This analysis will contribute to a deeper understanding of the interplay between leadership strategies, organizational culture, and change success.

*Ethical Considerations:*

*Informed Consent:*

Participants will be provided with clear information about the study's purpose, methods, and potential implications before giving their informed consent.

***Confidentiality:***

Measures will be in place to ensure the confidentiality and anonymity of participants. Data will be anonymized and stored securely to protect participant identities.

The proposed research methodology integrates quantitative and qualitative approaches to explore the complex dynamics of change management and change leadership. By employing surveys, interviews, focus groups, and case studies, this study aims to provide a comprehensive and nuanced understanding of the factors influencing successful organizational change. The mixed-methods analysis will contribute valuable insights for organizations seeking to enhance their change strategies and leadership approaches. Ethical considerations will be paramount throughout the research process to safeguard the rights and privacy of participants.

**FUTURE RESEARCH DIRECTIONS**

While there is a substantial body of research on change management and change leadership, there are still several areas that warrant further investigation. Here are some recommendations for future research:

The role of technology in change management and change leadership: With the increasing adoption of digital technologies, there is a need to explore how technology can facilitate or hinder change initiatives. The impact of organizational culture on change management and change leadership: Organizational culture can either support or impede change initiatives. Future research should explore how to create a culture that is conducive to change. The role of emotions in change management and change leadership: Emotions can play a significant role in how people respond to change. Future research should explore how to manage emotions during change initiatives. The impact of globalization on change management and change leadership: Globalization can create new challenges and opportunities for change initiatives. Future research should explore how to manage change in a global context. The role of diversity and inclusion in change management and change leadership: Diversity and inclusion can enhance the success of change initiatives. Future research should explore how to create a diverse and inclusive change management and leadership approach.

**CONCLUSION**

It is never a question of whether there will be a change in an organization, the question is only when and how to implement it successfully. Consistently and effectively navigating change requires strong leadership because, in the end, it is your employees who will execute the new strategy in their day-to-day work life. Leaders must be able to inspire people through a strong vision, define the strategy, communicate effectively, support their employees, and maintain the energy and commitment to change through to completion. Leadership must be innovative in such a way as to enthrone changes from time to time. The upside leader is one who always embraces changes in organizations. The upside-down leader understands that as one rises on the leadership ladder, your rights begin to decrease, giving way to more responsibilities. Therefore, your focus as a leader becomes the needs of the organization, people, clients, business partners, and teams. The model above showed how change is created in organizations. The onus lies on leaders to consider the following factors if they must create valid changes in their organizations.

These factors include ideas, thoughts, feelings, plans, habits, commitment, lifestyle, and change. The application of the aforementioned factors will ultimately create changes in organizations especially educational institutions globally. Change management and change leadership are distinct but complementary

concepts that are critical for successful change initiatives. Change management is more tactical and focused on the mechanics of change, while change leadership is more strategic and focused on the people side of change. By understanding the key concepts, models, and best practices of change management and change leadership, organizations can increase their chances of success and create a culture of innovation and continuous improvement.

## **FINDINGS**

The research paper titled &quot; An Empirical Study on the Antecedents and Consequences of Team Flexibility in an Organizational Change Context &quot; focuses on the importance of team flexibility in managing organizational change. The study aims to explore the factors that contribute to team flexibility and the consequences of team flexibility in an organizational change context. The authors conducted a survey of 602 individuals from 43 organizations in mainland China and used hierarchical linear modeling (HLM) to analyze the data. The study identifies two key antecedents of team flexibility: balance dimension of ambidexterity (BD) and change leadership. BD refers to an organization's ability to balance exploration (seeking new opportunities and ideas) and exploitation (refining existing capabilities and processes). Change leadership, on the other hand, refers to the behaviors and actions of leaders in guiding and managing organizational change. The study found that both BD and change leadership have a significant positive effect on team flexibility.

In addition to the antecedents, the study also examines the consequences of team flexibility in an organizational change context. The authors identify three outcomes: change-specific adaptive behavior, change-specific proactive behavior, and change fairness. Change-specific adaptive behavior refers to the ability of employees to adapt to changes in the organization, while change-specific proactive behavior refers to the initiative and creativity shown by employees in response to organizational change. Change fairness, on the other hand, refers to the perception of employees that the organizational change is fair and just. The study found that team flexibility has a positive influence on all three outcomes.

Moreover, the study also explores the mediating role of team flexibility in the relationship between BD and change leadership and the three outcomes. The results suggest that team flexibility mediates the relationship between BD and change-specific adaptive behavior and proactive behavior, but not change fairness. Similarly, team flexibility mediates the relationship between change leadership and change-specific adaptive behavior and proactive behavior, but not change fairness. These findings suggest that team flexibility plays a critical role in translating the benefits of BD and change leadership into positive outcomes for employees in an organizational change context.

The study contributes to the literature on change management and leadership by highlighting the importance of team flexibility in managing organizational change. The authors argue that team flexibility is a critical mechanism that enables employees to adapt to and engage with organizational change. The study also extends the research on the outcomes of organizational change by identifying the consequences of team flexibility in an organizational change context. However, the study has some limitations that should be taken into account. First, the survey was conducted in mainland China, which may limit the generalizability of the findings to other cultural contexts. Second, the study relies on self-reported data, which may be subject to common method bias. Third, the study does not examine the potential negative consequences of team flexibility, such as role ambiguity and work-life balance issues.

Despite these limitations, the study provides valuable insights into the role of team flexibility in managing organizational change. The findings suggest that organizations should focus on developing team flexibility as a key capability in managing change.



This can be achieved by fostering a culture of experimentation and innovation, providing opportunities for employees to develop new skills and capabilities, and promoting leadership behaviors that support and enable team flexibility. In the study highlights the importance of team flexibility in managing organizational change. The findings suggest that BD and change leadership are critical antecedents of team flexibility, and that team flexibility plays a mediating role in translating the benefits of BD and change leadership into positive outcomes for employees. The study contributes to the literature on change management and leadership by providing a nuanced understanding of the role of team flexibility in managing organizational change.

## **BIBLIOGRAPHY**

- Goodwin, D. K. (1998) 'Lessons of Presidential Leadership', *Leader to Leader*, 9, 23–30. Harvey-Jones, J. (1988) *Making It Happen*, HarperCollins, London.
- Hastings, C. (1993) *The New Organization*, IBM/McGraw-Hill, London.
- He, Y., Wong, C., & Lasch, R. (2017). An empirical study on the antecedents and consequences of team flexibility in an organizational change context. *Journal of Organizational Change Management*, 30(2), 224-243.
- Heifetz, R. A. and Laurie, D. L. (1997) 'The Work of Leadership', *Harvard Business Review*, January–February, 75(1), 124–134.
- Hooper, A. and Potter, J. (2000) *Intelligent Leadership*, Random House, London.
- Jackson, S. (2001) *Leadership and Change Management: Leading Change*, Cranfield University Royal Military College of Science, Shrivenham.
- Kakabadse, A. (2002) 'Management Teams Need to Pull Together', *Professional Manager*, September, 37.
- Kets de Vries, M. (2000) 'Beyond Sloan: Trust is at the Core of Corporate Values', *Mastering Management*, *Financial Times*, 2nd October.
- Kotter, J. P. (1990a) 'What Leaders Really Do', *Harvard Business Review*, May–June, 156–167.
- Kouzes, J. M. and Posner, B. Z. (2002) *The Leadership Challenge*, 3rd edn, Jossey-Bass, San Francisco, CA.
- Waugh, P. and Morris, N. (2002) 'Ministers Warn Blair that Labour Lacks Core Values', *The Independent*, 9th March.
- Whittington, R., Pettigrew, A., Peck, S., Fenton, E. and Conyon, M. (1999) 'Change and Complementarities in the New Competitive Landscape: A European Panel Study, 1992–1996', *Organization Science*, 10(5).
- World Economic Forum (2000) *Creating the Organizational Capacity for Renewal*, Booz Allen & Hamilton/World Economic Forum, New York.  
[www.cabinet-office.gov.uk/innovation/leadership-report](http://www.cabinet-office.gov.uk/innovation/leadership-report).