STRATEGIC LEADERSHIP AND MANAGEMENT

LEARNING OUTCOME 1, 2, 3

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(MBA INTERNATIONAL)

Statement of Authenticity

I certify that the work submitted in regard to this assignment is my own and wherever the works of others have been used to support my work, the credit has been duly acknowledged.

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TABLE OF CONTENTS

EXECUTIVE SUMMARY

This assignment will illustrate, in brief about strategic leadership, strategic management, strategic change and how they are connected to an organization. It helped to understand the proper planning and implementation of strategies.

In the first task, I will see about the relation of strategy to leadership and management of an organization, the different styles and theories of leadership, and how to choose which management theory will be the best fit for the organization. Looking at the present market condition and competition, the managers would have to follow a leadership style which not only will be according to his personality and style, but also will be beneficial for the organization.

In the second task, I will briefly look into the meaning of moral, ethics, equality and diversity and also how these are related to an organization. As the managers or leaders have a vital role in implementing these, I will see how they promote equality. I will also see how the managers use performance management to motivate the employees to work together toward the same organizational goals.

In the third task, I will know about change management, which can be effectively implemented by an effective leader. We will learn about the various change theories and also know how the managers will communicate the changes to an organizational level, since it's a vital role for the managers to lead the workforce through the strategic organizational change.

Overall, this assignment will definitely improve the leadership quality to handle problems and implement the solutions properly in a corporate level.

Task 1

You need to research ways an organization relates to strategic leadership and management by investigating current challenges and contexts for leaders and managers when they are driving competitive advantage in an industry. (AC A.1, A.2, A.3, A.4)

INTRODUCTION TO STRATEGIC MANAGEMENT
Strategic management is a procedure of detailing, executing, contrasting and controlling the techniques, which works with accomplishing the job since for an organization. The procedure of key control calls for vital direction, which includes the plans or techniques.

INTRODUCTION TO STRATEGIC LEADERSHIP
Leadership is a process via which a leader can direct, direct and affect the lead, work with others towards achievement of specific goal in a given situation. Leadership is the limit of a director to set off the subordinates to work with self-conviction and energy. Leadership is the ability to convince conduct of others. It is likewise portrayed as the ability to control a set toward the conviction of a point. Leaders are needed to build future dreams, and to move the authoritative people to have to accomplish the dreams.

Fig 1. Strategic Leadership
(http://www.leadershipsolutions.co.za/
summing-up-strategic-leadership.html)

RELATION BETWEEN STRATEGIC MANAGEMENT AND LEADERSHIP
One might consider the association between Strategic Management and Leadership. Managers now a days are loaded up with numerous obligations and objectives which can't just be handled with a solitary attitude or authority style in now a days complex market. As the restrictions of nations logically blur with developing globalization, the underpinnings of vital control depend on manager's mastery of rivals, markets, charges, suppliers, wholesalers, state run administrations, loan bosses and investors, and customers around the world. In this manner, it is basic for leaders to plan a way to deal with conveying their assignment or inventive, judicious statement and permit the execution of their undertaking exercises.

THE ROLE OF STRATEGIC MANAGEMENT IN LEADERSHIP
Leadership essentially affects vital administration process. Particularly it helps with deciding the vision and mission of the association. Also, it works with the association to execute viable techniques to accomplish that vision.

THE IMPACT OF MANAGEMENT AND LEADERSHIP STYLES ON STRATEGIC DECISIONS
The management and leadership styles impact the essential choices so that administration has a plan and it can underline on the execution of the system while the leader keeps up the human asset and hierarchical conduct and guide the work force, control, arrange and convince them to do the technique with their ideal exhibition to accomplish the last objective of the organization. The administration and authority styles can affect the essential choices considering the way that the right authority style is basically required while settling on viable vital choices. Thus, the organization ought to be very much aware of which leadership style should be continued in settling on which sort of essential choice. In the current situation of present day and always creating innovations and contest, the association should utilize the best of the board and authority abilities in settling on essential choices to meet the authoritative targets and future objective.

LEADERSHIP THEORIES:

BEHAVIOURAL THEORY:

The behavioural theory is based on how leaders act and acknowledge that, behaviour can be copied by various leaders. Every so often called the style theory, it suggests that leaders aren't considered productive, yet can be made ward on learnable direct. The behavioural theory appreciates many advantages, essentially that leaders can learn and pick what exercises they need to execute to transform into the kind of leader they should be. It grants leaders to be versatile and change contingent upon their conditions. Another unbelievable benefit of this organizational style is that it suggests whether anyone is prepared for transforming into a leader.

TRANSFORMATIONAL THEORY:

This theory is also known as the Relationship Theory suggests that incredible bosses can change their drive style situationally. It moreover suggests that it may be ideal to find the right kind of leader for a specific situation. The sort of association, the size of the gathering, and the regular power style of an individual are internal elements. Outside parts may consolidate the customer feelings and the business place.

GREAT MAN THEORY:

The great man theory of power, suggests that extraordinary bosses are considered. They have normal qualities and capacities that make them mind-boggling, and these are things that can't be taught or insightful. This theory recommends that leaders reserve the option to be in their situation because of their unprecedented characteristics. Today, leaders that transition to the top may consider their qualities and abilities to be a part of the "uncommon man" theory. So, leaders may get to their position subject to their obtained gifts.

PARTICIPATIVE THEORY:

Participative theory isn't very typical in the corporate world. The leader works with a conversation and subsequently takes all of the thoughts, and composes the best movement. In this theory, everyone is particularly connected with decisions for the gathering and relationship, with the leader planning the charge. There are many advantages to this theory. Delegates feel more attracted and convinced when they are directly drawn in with decisions and results for their association. In this theory, leader may have a social event to ask workers how to deal with a particular issue. They encourage workers to be straight forward concerning their insights. They take all of the thoughts and meet with various leaders to discuss them. Leaders then, make a decision subject to the commitment from workers.

SITUATIONAL THEORY:

In this approach, it is said that leaders can choose to follow either of the approaches depending upon the kind of team or followers that they might have. depending on the current situation.

LEADERSHIP STYLES:

TRANSFORMATIONAL STYLE: The Transformational Style, focuses on suitable organizations because of a positive association between leaders and partners. Historic leaders prod and travel through their energy and excitement. They are a model for their gatherings, and they hold themselves to a comparable standard they expect of others.

DEMOCRATIC LEADERSHIP: In vote-based drive, a leader makes decisions subject to the thoughts taken from every partner. This sort of drive is perhaps the best style of power. A certifiable vote-based leader ought to have a couple of attributes like the dissemination of commitment among the get- together people, empowering gathering people, and so forth

AUTOCRATIC LEADERSHIP: It is not precisely as old as Leadership. Here, the leader makes decisions without taking any commitment from the people from the gathering. Leaders of this style conventionally make choices subject to their idea and options, and they would not take thoughts from others in unique.

SERVANT STYLE: Servant authority puts the necessities, improvement, and success of allies first. These leaders embrace a serve-first mindset and spotlight their affiliation, agents, and the actual neighborhood with everything taken into account. The specialist drive is in direct separation to styles like absolutist power, restrictive organization, and administrative industry – all of which are based on the plan, moderate framework, and a rigid give-take relationship.

CONTINGENCY STYLE: The chance drive theory, a portion of the time called situational speculation, revolves around the setting of a leader. These theories look at the effects of the accomplishment or disillusionment of a leader. The situational climate directs a leader's ampleness. The kind of association, the size of the gathering, and the characteristic position style of an individual are internal components. Outside parts may consolidate the customer feelings and the business community. These conditions play a factor in the chance theory.

FOLLOWERSHIP STYLE: Followership is an immediate thought. It is the ability to take bearing incredible, conform to a program, be fundamental for a gathering, and finish what is by and large expected of us. Followership issues show themselves in a defenseless dedicated demeanor, break from targets, unsatisfied customers, lost opportunities, massive costs, quality issues, and weak power.

TRAIT STYLE: The property speculation of drive communicates that particular average attribute will, by and large, make extraordinary leaders. Having explicit components does not mean someone has strong position capacities, nevertheless. A couple of bosses may be fabulous crowd individuals or communicators. Nonetheless, just one out of each odd crowd or communicator makes a fantastic leader.

TRANSACTIONAL STYLE: The worth-based organization speculation, in like manner called "the organization theory," focuses on power as a course of action of compensations and disciplines. It considers reasonable to be as results-drew in and moderate. Worth put together leader's center concerning hand and development over creative mind.

AGENCY STYLE: Agency theory is a standard used to explain and resolve issues between business bosses and agents. Most routinely, that relationship is between financial backers, chiefs, and leaders, as subject matter experts.

GAME STYLE: The game theory researches mathematical models of solid relationships among customary bosses. The game theory is a framework that considers social conditions among fighting players and produces an optimal dynamic of free and battling performers in a fundamental setting.

COMPETITION-BASED STYLE: The advantage expanding and challenge set up theory depends on the possibility that a business affiliation's primary goal is to increment long stretch advantage and encourage a legitimate high ground over extreme adversaries in the external business place.

RESOURCE-BASED STYLE: The Resource-Based View (RBV) model considers resources essential to overwhelming firm execution.

LAISSEZ-FAIRE LEADERSHIP: In this kind of Leadership Style, Leaders generally license different associates to make the decisions. It is usually called Delegate Leadership. It is reverse to Autocratic Leadership as in this drive style, the Leaders settle on two or three choices and license their partners to pick the appropriate one.

MANAGEMENT THEORIES:

CLASSICAL MANAGEMENT THEORY: Classical management theory was introduced in the late 18th century during the Industrial Revolution. At that time, managers were more interested in findings ways to improve productivity, to incur lower cost, increase quality of their products, improve the relationships between managers and employees, and increase efficiency at their factories. It is a traditional theory, where more emphasis is given on the organization, because the organization is considered as a machine and the employees are the different parts of the machine.

TAYLOR'S SCIENTIFIC THEORY: Scientific management is a theory of management that analyses and smoothens the workflows. Its main objective is to improve economic efficiency, and labour productivity. It was one of the earliest attempts to apply science to the engineering of processes to management.

ADMINISTRATIVE THEORY: The administrative theory of management is focused on principles which could be used by managers for better coordination the internal activities of organizations. In this theory, there are 14 principles of management which should be followed in any organization: division of work, authority and responsibility, discipline, unit of command, unity of direction, remuneration of personnel, centralization, subordination of individual interest to general interest, stability of tenure, scalar chain, order, equity, initiative, Esprit de corps.

BUREAUCRATIC MANAGEMENT THEORY: This theory states that, to manage an organization efficiently, it is very important to have a clear line of authority along with proper rules and regulations for controlling each business operation. It was proposed to divide organizations into a clear hierarchy with detailed rules establishing strong chains of authority. He proposed that labor be divided along these hierarchies with the only impersonal relationships between them.

NEO CLASSICAL THEORY: Neoclassical theory is a scientific management approach, which emphasizes individual or group behaviour and human relations in determining productivity.

MODERN MANAGEMENT THEORY: Modern Management Theory was created in direct response to the Classical Management Theory which states that employees are mostly motivated by money. This theory is a combination of mathematical analysis with an understanding of human emotions and motivation in order to create a working environment that is maximally productive.

TOM PETERS MANAGEMENT THEORY: The management theory of Tom Peters is based on leadership qualities. Good leaders believe in productivity through people, are hands-on and value-driven; they only do what they do best. Tom Peters is considered one of the experts of business management and one of the most influential business theorists.

ABOUT MARTIN MCCOLL'S RETAIL GROUP:

Martin McColl's is a retailer store which has more than 1500 convenience stores across England, Wales and Scotland. McColl's also operates the ATMs, post offices, and Martin's newspaper (which is also known as RS McColl in Scotland). McColl's convenience stores are generally located close to the residential areas where they mainly serve fresh food and groceries to the customers in the local community.

Since 2018, their profit was not up to their expected mark. In 2018, they made a strategy with the investors regarding £30 million cash call, and converted around 10 shops on trial to a store format of branded Morrisons Daily, presently having more than 100 stores. In 2020, they knew that their sales would be less and their annual profit will decrease by at least £7 million. Presently, Martin McColl has around 15,000 employees all over UK, and has a yearly turnover of around £900 GBP (approximately $1.16 billion USD).

In 2018, McColl's opened convenience stores after collaboration with Morrisons Daily. They opened 100 stores till 2020, another 150 in 2021, and are planning to open 100 more stores in 2022. Till date, though there are many issues for the company, be it supply chain or financial, but they are still focusing and expecting more revenue from Morrisons Daily stores.s

Task 2

Consider how strategic leadership and management are delivered in respect of equality and diversity challenges and impacts of morals, ethics and organizational culture on management behavior. Include research on how performance can be used as a tool for leaders and managers. (AC B.1, B.2, B.3)

INTRODUCTION TO MORAL, ETHICS, EQUALITY AND DIVERSITY:

Ethics and morals are related to conduct. Though they are often used interchangeably, but they are different. Ethics refer to rules provided by an external source like codes of conduct in workplaces or religious principles. Morals refer to an individual's own principles regarding right and wrong.
Equality is to remove barriers and to make sure people from all community sections have equal and fair opportunities. Diversity is to respect and value people's differences and appropriately treating them.

There are many valid justifications to be a moral chief. According to an aggregate point of view, pioneers can move everyone around them to act morally. By setting a model and providing the guidance for moral conduct, others will notice and function much the same way. Along these lines, ethical pioneers can decidedly impact numerous others, giving them many activities that they can embrace for everyone's best interests. On an individual level, being a moral chief is fundamental for validity and notoriety. Acting dishonestly can naturally remove a pioneer from the A-association and may vigorously harm their own or organization's brand. Additionally, shady practices regularly weaken one's confidence, prompting a problematic result and messing up the doorway to one's maximum capacity.

Ethics are the set of some moral principles that, consciously or sub-consciously guide a person's behavior. These morals are shaped by various cultural practices, social norms and religious influences. These ethics reflect the beliefs about what is right, what is wrong, and also about what is just, what is unjust, to know what is good, and what is bad in terms of human behavior. Ethics and morals serve as a compass to direct how people should be behaving towards each other, how to understand and fulfill their obligations to the society, and live their lives. While ethical beliefs are followed by individuals, they can also be reflected in the practices, values, and policies that tends to shape the choices made by decision makers on behalf of their organizations. The phrases 'business ethics' and 'corporate ethics' are sometimes used to describe the application of moral and ethical values to business activities. Ethics applies to all aspects of conduct and is applicable to the actions of individuals, groups, and organizations.
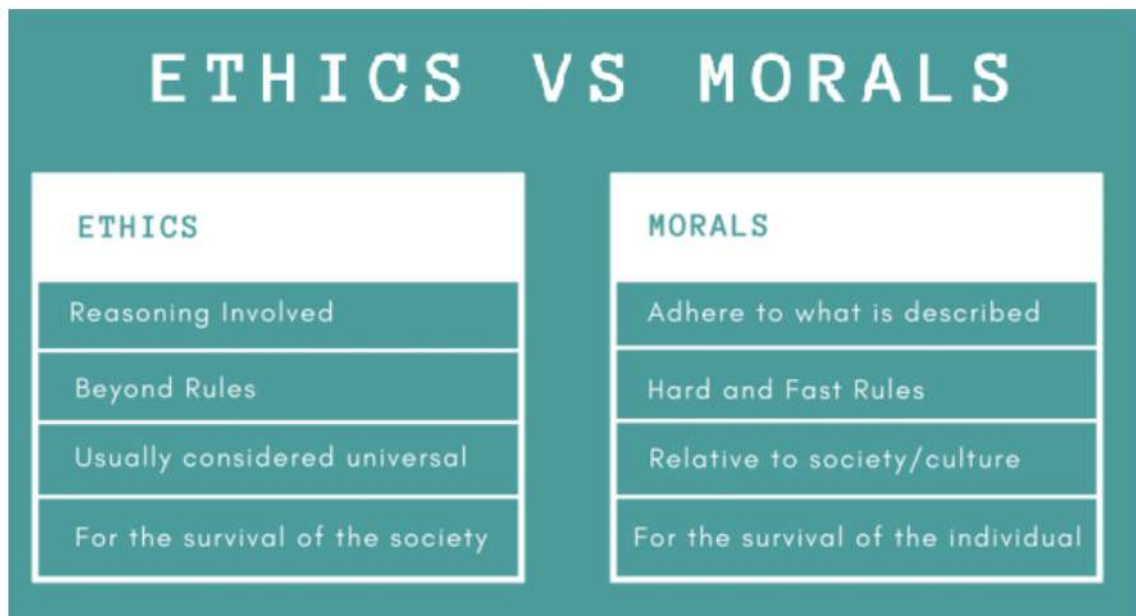

Fig. 2 : Morals vs Ethics (https://www.clearias.com/ethics-definition/)

UK EQUALITY ACT 2010 :

The Equality Act 2010 is an Act of Parliament of the United Kingdom with the main purpose of combining, updating and enhancing the various earlier Acts and Regulations, that shaped the premise of basis of anti-discrimination law in England, Scotland and Wales and a few areas of Northern Ireland.

ETHICS, MORAL, EQUALITY, DIVERSITY IN ORGANIZATION

Present day work forces anticipate that organizations should be groundbreaking with regards to equity and diversity in the work environment. Everybody, regardless to age, sexual orientation, race, religion or background, ought to approach similar opportunities, yet sadly, that is not consistently the situation. It is a significant piece of an association's corporate social obligation to guarantee correspondence and variety for everybody.

Discrimination, prejudice, harassment and victimization are available in numerous work environments. The distinctions in these terms are as per the following:

Discrimination depicts unjustifiable treatment dependent on an ensured characteristic. This is unlawful as illustrated in the Equality Act 2010.

Prejudice depicts a disposition or thought (typically pessimistic) about an individual or gathering. While the individual with bias may not follow up on it, that may be the root of the discriminatory behavior.

Harassment depicts undesirable or unwanted conduct such that the victim feels hostile or causes them to feel scared or embarrassed. Harassment can be independent conduct however can likewise be brought about by discrimination and prejudice.

Victimization or exploitation depicts singling somebody out and exposing them to awful or uncalled for treatment.

BENEFITS OF EQUALITY AND DIVERSITY IN AN ORGANIZATIONAL WORKFORCE

Tap into New Markets
Individuals from various foundations will know about various clients, customers and markets. An assorted work force can assist our business with developing and entering new business sectors and expanding our pool of likely clients/customers.

Improve Business Reputation
Awful publicity and a helpless reputation can influence our business, worker fulfillment and spirit, representative maintenance, and our relationship with partners and investors. This sort of reputational harm can be hard to recuperate from.

Nonetheless, when we effectively promote equality and diversity in the work environment, the reverse occurs. We can further develop our image and take benefit of the advantages that accompany a supported brand picture including great exposure, expanded deals, and more elevated levels of representative fulfillment, confidence and efficiency.

Reduce Employee Turnover and Recruitment Costs
Employees are bound to be comfortable and happy in their jobs with our business assuming they're encircled by an assorted workforce where everybody is dealt with equality. With no segregation or bias, they feel more secure at work and are more ready to act naturally around their partners. This implies they're additionally bound to remain with our business for long haul, so that the organization can profit from decreased employee turnover and recruitment costs.

ROLE OF LEADERS IN PROMOTING EQUALITY AND DIVERSITY TO ACHIEVE ORGANIZATIONAL GOALS

Managing working environment includes giving responsiveness and sensitive training to team members so that they'll figure out how to see the value in an assorted labor force or a multicultural world. Diversity is best learned through watching the activities and conduct of the association's leaders. Thus, an organization's leader and his behavior bear a greater part than an instructional training. On this aspect, a real leader will try to do the following three things.

Communication
Workers need to know the condition of the organization. They're keen on finding out with regards to the course the association is heading down. At the point when an organization's manager invests in some opportunity to examine the advantages of diversity, the employees tune in. Therefore, one of the principal jobs for leadership is the discussion about diversity.

Strategy
Organizational strategy is the obligation of the organization's managers. Their strategic arrangement, then, at that point, shapes the objectives for upper management that enable the functional steps for setting those strategies to action. A leader's position regarding diversity is to design a strategic plan that illustrates the organization's theory on variety. Executive leaders and upper administration are mutually answerable for making an establishment whereupon they construct a diverse work environment.

Support
Hierarchical support is emphatically suggested for every organizational matter, and particularly valid for help of work environment diversity. At the point when representatives accept the organization's leader supporting equality and diversity, almost certainly, they'll work better and agree to their leader's support. Moreover, an employee imitates guidelines which their manager sets. Demonstrating good behavior is a basic job for a leader or manager with respect to diversity.

PERFORMANCE MANAGEMENT: A tool for leaders and managers to achieve organizational goals, using KPIs

Every organization, irrespective of commercial or non-commercial, tends to monitor their overall progress in some fixed interval like yearly, monthly, or weekly. It also depends on the amount of work and the type of organization. In order for the organizations to check on the progress of the organization, there are many performance management software and tools available. These tools ease the work of the organization and provide more benefits to the employees. Some of these performance management tools are 360-degree feedback, performance appraisals, key performance indicators (KPIs), reward and recognition programs, personal development plans (PDP) etc. These are the top 5 performance management tools which are generally used by most of the organizations. All of these tools have some benefits, features, specifications, and also a few flaws. It is totally upon the organization to decide which tools are suitable for them according to their needs and scope of growth.

KPI is a perfect performance management tool that provides different ways to measure how well the organization, its units, projects, or the individual employees are performing to fulfill the organizational goals and objectives. Well-designed KPIs act as an essential navigational instrument. They give a clear picture of the current levels of the organization's performance, and find out whether the business has achieved its goals and objectives. An organization generally has a set of KPIs. It is the duty and responsibility of the manager to follow the KPIs and achieve the goals of the organization.
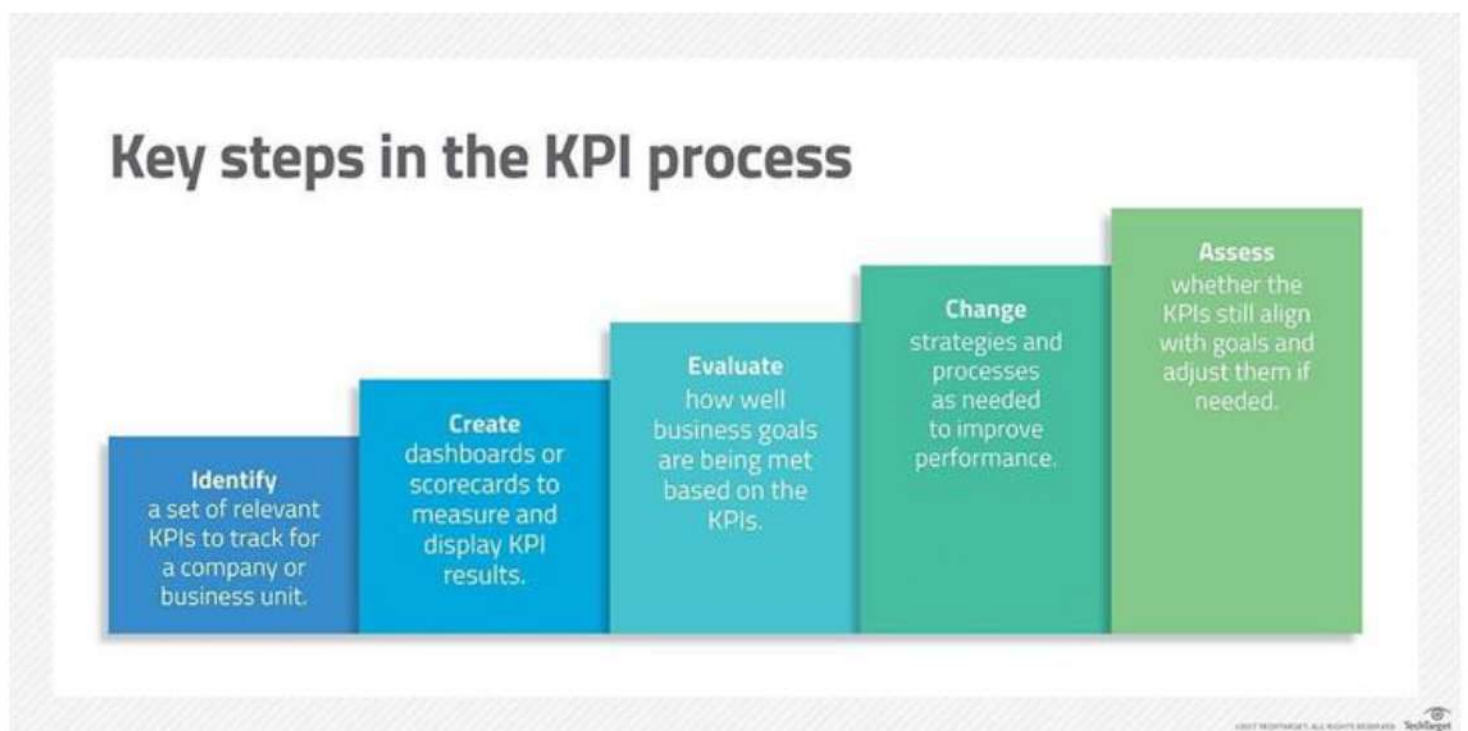

Fig. 3 : Key Performance Index
(https://searchbusinessanalytics.techtarget.com/definition/key-performance-indicators-KPIs)

Task 3

Research the role of strategic leadership and management in delivery of organizational change, how organizations link strategy to change, how change performs as a process and a concept. You must reference your findings to current and emerging approaches to the implementation of change. (AC C.1, C.2, C.3)

INTRODUCTION TO STRATEGIC CHANGE:

Strategic change is the carrying out of changes to significant attributes of a business, for example because of new market dangers or potential opportunities. Upper administration and the Chief Executive Officer specifically bear liability regarding this change. The preparation and carrying out of essential change is a significant part of the job of director.

Strategic change is essentially having a specific procedure and afterward making changes to it. A procedure is a drawn-out arrangement to accomplish specific targets. Techniques are focused on the future, and ought to be pointed towards enduring change. This is important to remain significant in an exceptionally advancing business sector.

ORGANIZATIONAL CHANGE:

Organizational change alludes to the activities where, an organization or business modifies a significant part of its association, for example, its culture, the hidden advances or framework it uses to work, or its inner cycles. Authoritative change the executives is the technique for utilizing change to achieve a fruitful goal, and it regularly incorporates three significant stages: preparation, execution, and follow-through.

The factors which cause changes in an organization are new leadership of the company or within its departments, changes in the organizational team structure, implementation of new technology, adaption of new business models etc.

RELATIONSHIP BETWEEN ORGANIZATIONAL STRATEGY AND CHANGE :

Considering the dynamic nature of the global environment, the implementation of change in organizations is paramount. There is a strong relationship between strategy and implementation of change in an organization. The effective implementation of change within the organization depends on the quality of the strategies formulated.

For change to be effectively implemented within the organization, the strategy should entail a comprehensive action plan to be considered in the implementation of change. This helps in the elimination of resource wastage. Integrating action planning within the strategy makes the implementation of change to be efficient.

This is due to the fact that action planning enables a breakdown of the entire strategy. Implementation of change within an organization requires the presence of an efficient organizational structure. The strategies formulated should consider whether the organization has the necessary structure. This helps in eliminating the chances of failure in implementing the change within the organization.

The strategy is also related to the implementation of change with regard to communication. Implementing change requires effective communication. The strategy incorporates the need for information dissemination to the employees.

This reduces the probability of employee resistance. The strategy also considers the procedure to be adopted to ensure a continuous flow of information to those who are responsible for implementing the change. This helps in ensuring that the implementation process is effectively conducted by eliminating uncertainties. The strategy also considers the cost involved in implementing the change.

This is through the determination of the financial resources to be involved in implementing the change. Alternative sources of finances are also considered through the strategy. The effect is that the implementation of change is conducted effectively. The strategy also considers how the implementation of the change will be conducted. This eliminates deviations in the process of implementing change.

The control process entails the setting of milestones, which enable in the determination of whether the change is on course. The strategy is also linked to the implementation of change in relation to ensuring that there is effective vertical and horizontal linkage within the organization. The effect is that there is an increase in harmony during the implementation of change.

The top management plays a key role in implementing change within an organization. This is particularly so with regard to ensuring that there is an efficient organization structure to enhance the implementation of change. It also ensures that there are sufficient financial and human resources for the implementation of change. The middle-level managers ensure that employee to employee relationship is into altered by the change

CHANGE MANAGEMENT APPROACH:

Revolutionary Approach: The word 'revolution' means a sudden or complete change in something. This actually fits with other definitions of revolution as not only a 'fundamental' change, but also occurring in a short period. The revolutionary change is an immediate forced down– a high-pressure order from above coming from "higher up" when senior initiative says that it should be finished. When the choice is made, a space for conversation might be acknowledged, yet the change will occur somehow. It can require a day, seven days, or a month, and some of the time even a quarter of a year, however the change will happen.

Evolutionary Approach: The word evolution means a gradual change or development over a period. The evolutionary or developmental change is progressive. The methodology is assembled cooperatively. The senior administration should be engaged, yet they are not driving the change. Initiative will engage individuals generally through the association to take on the change. The change happens in little lumps, and each individual is to comprehend the change and embrace it.

CHANGE THEORIES:

Understanding and applying the prescribed procedures from the management hypotheses can assist us with being more powerful in directing our group to progress. A significant number of these hypotheses help the leaders to direct and develop associations today, and we have to choose the best theory that will turn out best for ourself as well as our group. The majorly used management theories are as follows:

LEWIN'S CHANGE MANAGEMENT MODEL:

This model is named after its originator, Kurt Lewin. It partitions the change interaction into three stages:

Unfreeze: This is the planning stage. Examine how things work now, so we precisely get what requirements to change to get the planned outcomes. In this stage, we present our defence to workers and convey what's in store so everybody affected is ready.
Change: This is the execution stage. Set up the change as a regular occurrence, and continue imparting and offering help for all representatives included.
Refreeze: To abstain from falling once more into the old method of getting things done, foster a technique to check in and ensure the change sticks. Survey how the new cycles work and measure how well we have arrived at our objectives.

Fig. 4 : Unfreeze Change Refreeze Model
(https://online.visual-paradigm.com/diagrams/templates/lewins-change-model/unfreeze-change-refreeze-model/)

KÜBLER-ROSS CHANGE MANAGEMENT THEOREM:

This structure, made by Elisabeth Kübler-Ross, will be natural to many, as the model is used to depict the experience of distress. It tends to be applied to many encounters of progress, so understanding these stages can assist us with bettering location representatives' reactions to a hierarchical change.

Denial: Refusal to accept is a typical automatic reaction to data an individual would rather not hear.

Anger: When undesirable changes feel constrained on an individual, outrage is normal.

Bargaining: People might attempt to push for a trade-off to trying not to need to acknowledge the change altogether.

Depression: If workers are upset with regard to the change and have a sad outlook on it, they might enter a phase of gloom.

Acceptance: When individuals understand there could be no other choice, they arrive at the place of acknowledgment in the long run.

In a perfect world, we need to plan our change to deal with addressing these potential sentiments head-on and hold workers back from encountering the most awful of them.

KOTTER'S CHANGE MANAGEMENT THEORY:

Harvard professor and change management master John Kotter made a hypothesis that focused essentially on individuals engaged with a change interaction and their brain science. He separates it into eight stages:

01 Create
Establish a feeling of urgency of hurriedness towards change.

02 Build
Formulate a guiding coalition

03 Form
Develop a strategy to bring about change.

04 Enlist
Communicate or put forth the vision or strategy for change

05 Enable
Empower employees for taking action to incorporate changes

06 Generate
Formulate and generate short-term goals

07 Sustain
Capitalize of wins or gains in order to produce bigger results

08 Institute
Incorporate new and better changes in workplace culture

Fig. 5 : John Kotter Model of Change
(https://online.visual-paradigm.com/diagrams/templates/kotters-8-step-change-model/john-kotter-model-of-change/)

THE MCKINSEY 7-S MODEL:

Created by McKinsey and Company advisors, this model includes breaking change program into seven parts to focus on:
Change strategy
Structure of company
Business systems and processes
company values and culture
Style of the work
Staff involved
Skills staff have

BRIDGE TRANSITION MODEL

Change or transition is the process of adapting a new situation. Generally, there are three stages of change management which are as follows:
Accept the ending: To admit that the change is going to happen.
Live in the neutral zone: To have the hindsight and to know the foresight, set small term goals to move through uncertainty.
Reach our new beginning: To be aware of new problems, situations and create strategies

NUDGE THEORY:

The nudge theory is a bit-by-bit model of utilizing a specific outlook to empower change. Rather than giving hierarchical change demands from senior leaders and anticipating that individuals should conform, the bridges theory is tied in with tracking down an influential method for poking our representatives towards needing the change all alone. This includes pondering the change we need to make, according to our workers' perspective, introducing it dependent on the way that it will help them, regarding it as a suggestion in excess of an order, and paying attention to input all through the cycle.

ADKAR CHANGE MANAGEMENT MODEL

The ADKAR model, created by Jeff Hiatt, forms five primary objectives to put together our change management cycle with respect, which are as follows:

Awareness: Ensure everybody in our association comprehends the requirement for change
Desire: Make our case such that everybody is involved, needs the change
Knowledge: Provide the data every individual need on the most proficient method to achieve a piece of the change interaction
Ability: Make sure all workers have the right stuff and preparing they need to do their part effectively
Reinforcement: Continue to work with representatives and partners after the change is cultivated, to ensure they keep steady overdoing things the new way

Fig. 6 : ADKAR Change Model
(https://online.visual-paradigm.com/diagrams/templates/adkar/adkar-change-model/)

ROLE OF LEADERS AND MANAGERS IN IMPLEMENTATION THE CHANGE IN AN ORGANIZATION

Leaders play a vital role in making sure that the changes are applied successfully. Without the proper involvement of the top management, it is really difficult for the change to adapt. Scientists observed that three abilities give the essential association between the interaction part of progress and individuals part of progress. These 3 C's that are required for change initiative:

Convey
Ineffective leaders would, in general focus on the "what" behind the change. Effective leaders imparted the "what" and the "why." Leaders who clarify the reason for the change and associate it to the organization's values or clarify the advantage, make the more grounded purchase in and direness for the change.

Collaborate
Uniting individuals to design and execute change is basic. Effective leaders work across limits, urge representatives to break out of their boundaries, and would not endure unfortunate contest. They sometimes involve their team members in decision making process

Commit
Productive leaders also ensure their own convictions and practices in the change. Change is troublesome, yet pioneers who arrange it effectively are versatile and tireless and able to venture outside their usual range of familiarity. They likewise gave their very own greater amount time to the change exertion and focus on the big picture.

LEADING PEOPLE THROUGH CHANGE

A large number of leaders disregard the exceedingly significant human side of change progress condition. The best change management leaders commit significant work to connecting with everybody engage with the change and recall those individuals who need time to adjust to change — regardless of how quick the change drive. They see how to tackle change tiredness and energize accepting change. Also, they show these three urgent characteristics of driving individuals, which a leader should follow for his fellow members of the organization:

Support: Effective change projects are portrayed by leaders eliminating hindrances to workers' achievement. These things incorporate individual boundaries, like injured egos and a feeling of misfortune and loss, as well as professional hindrances. Heads of fruitless change zeroed in only on outcomes, so workers didn't get the help they required for the change.

Sway: Influencing is tied in with acquiring consistence, yet in addition the responsibility important to drive change. It is also about outlining the basic changes and characterizing what "buy in" looks like from every stakeholder to prompt an effective result. Viable change leaders distinguish management partners including board individuals, customers, and others and convey their vision of effective change to them.

Learn: At last, effective change management leaders never expect they have all the answers. They pose heaps of inquiries and assemble formal and casual input. The information and criticism permit them to make constant adjustments during the change.

SIX STEPS TOWARDS IMPLEMENTING CHANGE IN AN ORGANIZATION

Great leaders know how to apply and sustain the change and understand to help people move through the distress that comes with change. The six steps that a successful leader or manager takes to implement the changes are:

Stage 1 – Prepare for Change
To start with, leaders plan for change. Realizing that the world won't ever continue as before, leaders gather data and investigate the qualities and weaknesses of the business on a continuous premise. This assists them with expecting to arise patterns in the marketplace.

Stage 2 – Explain the Change
Whenever there is an opportunity to change or improve, leaders know how to disclose the change to other people. They can set the specific situation and talk with others about the business explanations behind the change. They draw in others in the discussion and explain the drawn-out benefit of rolling out the improvement.

Stage 3 – Acknowledge the Loss
In any event, when there is a sound business justification for rolling out an improvement, successful change management leaders realize that individuals impacted by the change will in any case have a few worries. They comprehend that fear and obstruction are natural responses to change.

Stage 4 – Create the Climate
During the execution of any change, there will be "early adopters" (individuals who get amped up for change). A fruitful leader recognizes these key influencers who are strong of the change, and with the leader's assistance, these people can assist with establishing an uplifting vibe for the new change. They gather energy and speed and help other people see the advantages of the change and let go of the past.

Stage 5 – Build a Plan
The leader sets an unmistakable heading for the change, how it will be implemented, and the way in which its success will be estimated. The pioneer marks what, where, and when each progression of the change will occur.

Stage 6 – Launch and Sustain
At last, when the change is carried out, a leader should make steady adjustments and progressing enhancements. This assists employees with overcoming boundaries and support the change as an element of the organization's new culture.

CONCLUSION

In this assignment, I get to analyze about strategic leadership and management, and the roles of leaders and managers in an organization. I get to understand which leadership style to be followed and which management theory is best fit for a particular organization. Also, I can see how much moral, ethics, equality and diversity are important for an organization and the duties of the managers to maintain these cultures in work environment. All members of the organization should follow their organizational goal and the higher management should keep a track at the progress using performance indicators like KPI. Lastly, I can infer about the need for change in an organization and how to implement the changes, taking care of the employees too. Overall, I can understand the importance of leaders and managers in an organization and thus, for being an efficient and successful leader, I have to understand these words 'Strategic Leadership', "Strategic Management', 'Strategic Chance Management' and their interconnectivity for reaching to the pinnacle.

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