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MANAGEMENT AND ORGANISATIONAL CHANGE

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Question 1

Introduction

Organisations in the current business environment are usually diverse and geographically enlarged. It causes them to acquire diverse talents that have different opinions. With the advent of globalisation, organisations require work remotely as well, as they hire talents capable of performing excellently from a distance. However, teamwork is also a significant requirement that enables companies to perform in the competitive market efficiently. Considering such requirements, firms must understand matters related to successful teamwork. The current discussion provides a critical insight into the elements that ensure effective functioning in teams. It will help in understanding the key actions that are needed to improve the overall activities of a team in an organisation.

Elements essential for effective team functions at work and organisation

Team building is very important for leaders in an organisation because it enables them to function efficiently. According to Ali et al. (2020), team building requires leaders to communicate transparently and openly, which clears all ideas that are related to work within an organisation. A transparent team is aware of all the actions and core responsibilities that are assigned to each member. Moreover, understanding organisational and team goals assists them to work more efficiently. However, Mura et al. (2021) mentioned that despite being a positive requirement in the workplace, knowledge sharing is closely attached to emotional intelligence. Team leaders must take note of team members' emotional intelligence which can affect their behaviour with other members. On the other hand, setting clear objectives and organisational purposes helps employees to understand the actual needs of a company to grow in the market. It not only builds emotional intelligence among employees but also reduces stress that hampers their productivity.

Even though knowledge of the core purposes of an organisation is important, setting goals for teams is also highly motivating for team members (Murugavel & Reiter-Palmon, 2023). Thus, it can be stated that clear goals of both teams and organisations and their clarification to team members can improve their overall functionality. However, continuity in this regard is needed as well; otherwise, the establishment of goals will get no results. Constant focus on achieving team goals that are closely bound to organisational objectives can help to create a sense of responsibility and understanding of their roles in a team. In association with this, ownership and accountability can be considered as other elements that are crucial for effective team development. Accountability shows team members their role in a group and activities that can improve their productivity. O'Rourke (2021) explained that the blame culture in teams severely affects their productivity and performance. Therefore, the realisation of specific goals and responsibilities, and their importance in a team, is essential to maintaining in groups.

In this regard, leaders are required to consider another element that promotes functionality in teams. Delegation of tasks depending on individual strengths hints at improved productivity and development as a team. Observing team members and identifying their strengths and weaknesses helps team leaders and members to carry out all tasks more effectively. Allocation of tasks to the most eligible team member ensures accurate results and improved quality of outcomes (Kerns, 2019). As accountable members with the knowledge of their strengths and weaknesses focus on their responsibilities, they work better as a team. However, the effective development of self-management skills is also necessary for this age of remote working. It is the case because, oftentimes, remote working does not allow leaders and trainers to guide team members effectively. Time and distance become barriers to team development as a whole despite the availability of various digital software targeted for such actions. In this situation, constructive self-management is useful for both teams and organisations.

As team members are provided with tasks they are good at, their contribution to a project intensifies and boosts individual productivity. According to Oluwatayo and Adetoro (2020), even though delegating tasks based on the strengths of each team member, micromanagement can hamper the flow of growth in teams. Cohesive team development provides a collaborative approach enabling team members to identify personal capabilities and general capabilities of the team altogether. It ensures the effective organisation of the workload. However, Suprpto and Verdyana (2020) argue that building a cohesive team is challenging, as leaders must look into the actions of the team members and check whether the tasks are equally delegated. Any imbalance in this situation can create conflicts between the team members. On the other hand, Raines (2019) argued that conflicts in groups are beneficial for organisational development and team building. It helps team members to understand one another's behaviour regarding a decision. The leaders are expected to clarify the doubts and manage these conflicts to mould trust and reliance among the team members.

Tuckman's stages of group development clearly state the importance of 'storming' in a team. Overcoming a challenge as a team assists in creating strong bonds and maintaining productivity (Super, 2020). Moreover, communicating with team members and letting them speak ensures creativity and the development of innovative ideas. It can be easily manifested once trust and reliance are built in a team. Encouraging safe risk-taking is a crucial element that ensures high motivation and productivity among team members. However, a clear understanding of smart risks is also crucial in this regard to avoid blunders. It can motivate employees and ensure improved productivity and growth.

Conclusion

The conclusion reveals that the main elements of effective team functioning in organisations are effective communication, building bonds and trust, encouraging speech, enabling understanding of all team members, delegating tasks based on strengths of team members, and

motivating them in a transparent culture regarding healthy risk-taking. All these elements are essential and applicable to all kinds of organisations. It is evident that through effective understanding of the situations and self-management, individual efforts of all members can be obtained for an effective team function. Moreover, it has been noted that Tuckman's team building theory also promotes minor conflicts in teams that ensure understanding of the likes and dislikes of team members. It ensures strong connections among team members enabling them to make essential decisions altogether.

Question 3

Introduction

Organisational culture is a crucial requirement for the effective development and growth of a firm. It ensures that a firm allows a certain work environment that directly affects employee performance and behaviour. Change is also an important necessity within an organisation that enables firms to improve their performance and gain a higher competitive edge in the market. Change management is therefore considered a strategic plan for several companies across the globe. The current discussion is related to ²the impact of organisational culture on the strategic implications of change management in a company.

Strategic Implications of change management and organisational culture

Organisational culture is closely associated with change management. It is the case because organisations often prefer changing their cultures and establishing new rules within their premises. The causes of such can be many, including mergers and acquisitions, partnerships, and others. Thus, it can be stated that strategic development requires management of change more than often in an organisation. According to Crosby (2020), change management helps in the transition of a company culture without concern if implemented effectively. Strategic change can come in many forms, such as a change in leadership, management, technology,

culture, and many others. However, in each case of strategic interventions, organisations are required to follow a routine that would ensure a smooth development of the actions associated with the change. Gupta et al. (2021) described that reshaping and redefining involves new sets of norms, rules, values and beliefs. These can be attained through effective change management techniques.

In the view of Fenech et al. (2019), managing culture change requires thorough planning and a considerable amount of time to make employees understand the reasons for change and the benefits it can result. Moreover, it is essential to revisit, re-imagine and re-strategise diversity, equity, and inclusion. The current broadly expanded business world demands sustainable development, which can be acquired through the inclusion of diverse talents in organisations. For instance, changes in companies due to the Covid-19 pandemic caused several uproars. The most prominent fact in this regard is a proper understanding of the situation. Several people were fired in the process due to a lack of clarity on the situation. Most people were forced to work remotely, which was a new concept for a large population (Irwin, 2021). Therefore, after the gradual revival of businesses in all industries, the service of the companies drastically declined. The main reason for this issue can be considered as the lack of planning for change within all firms.

Several change management theories are available that ensure the effective growth and implementation of new plans within firms. Laig and Abocejo (2021) explained that Kotter's change management steps enable organisations and leaders to establish transition while following the steps mentioned. Based on the theory, cultural change or any other change is possible through ¹ creating a sense of urgency, building a guiding coalition, forming strategic visions and initiatives, enlisting volunteers, enabling actions while removing barriers, generating short-term wins, sustaining momentum, and instituting change. All these actions help organisational leaders to establish change in their firms with fewer conflicts. Miranda and

Bottorff (2022) confirmed conflicts are absolute in a change process. However, it is essential to have a clear plan that can mitigate such issues. The first three steps in the mentioned theory are associated with this issue. Restraints among employees can be dissolved by creating a sense of urgency, clear strategic visions, and building guiding coalitions.

On the other hand, organisational culture can be a major constraint for some firms. It is the case because stiff organisational cultures often restrict change. In this regard, employee behaviour is inclined to strong resistance against change (Aldiabat et al., 2022). Instances of major resistance can be observed in merger and acquisition strategies, where organisational change affects the performance of employees and their behaviour towards new colleagues. Companies in this situation must focus on communicating with the employees who require going with the flow. Considering this, Kurt Lewin also developed change management strategies that ensure effective development in companies. According to the theory, companies 'unfreeze', change and 'refreeze' the norms associated with the transition. Leaders are expected to have a thorough picture of new values that are to be introduced to employees. All the changes made in technological development, norms, structures, job roles, and culture are to be mentioned to employees.

After the clarification, the leaders must tackle resistance and carry on with the change within the organisation. Finally, the changes are locked as the 'new normal' within the firm. Despite the situation, Pereira et al. (2019) argued that sudden changes can lead to increased employee turnover. Therefore, change requires to be undertaken in a gradual process. Employees are required to be notified regarding the impending changes within firms to avoid sudden absenteeism and resignation. A fact to note in this regard is the availability of proper guidance to employees. Through effective guidance, companies can improve the level of productivity among employees within a new organisational culture. In other words, organisational culture with an encouraging tendency can receive a better transition compared to stiff organisational

culture. Flexibility and understanding of the current situation would help in attaining both short- and long-term goals and encouraging employees. Such encouragement assists in the further acceptance of change by employees and workers.

Conclusion

The study concludes the fact that despite having strategic change management developments within a company, organisational culture plays a crucial role. Existing cultures must be changed for effective outcomes in the future. However, a thorough planning process is essential for successful results. An instance of sudden change and its results have been produced in the study, where several companies failed to embrace change during the pandemic and lost talents. In other words, a proper understanding of the situation is highly important. Moreover, effective communication is also necessary as it creates a sense of urgency and encourages better improvement in performance. Existing organisational culture can be a hindrance if it is stiff. Flexible organisational culture helps in better acceptance of change and creates situations to excel in the long run in the competitive market.

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