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ORGANISATIONAL CHANGE AND MANAGEMENT

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Question 1

Teamwork refers to a workplace in which a group of people are working together to complete a specific task and to meet a common goal of an organisation. As per the view of Ali & Anwar (2021), team function is effective for reduction of stress, encouraging learning, motivating employees and for improvement of job satisfaction. There are some elements which are required for a team to function effectively are as follows-

Open and transparent communication is an important element for functioning of a team in an appropriate manner. As per the view of Tien *et al.* (2019), communicating openly and transparently helps to update each person in an organisation which contributes to development of skills of employees. Updating people in an organisation helps to improve their active listening skills which help in development of functioning of a team. Moreover, this element is effective for improvement of sound listening skill among team members and this helps in development of trust among team members. Communication through openly and transparently helps to encourage team members which helps in functioning of the team in an effective manner. About 70% employee engagement has happened due to communicating openly and transparently (Statista.com, 2022). This element inspires team members to work in an effective manner. On the other hand, according to Duchek, Raetze & Scheuch (2020), establishment of an organisational purpose is an important element to a functioning team in an effective manner. This helps to increase awareness about organisational goals among employees which helps to perform responsibility by team members in an appropriate manner. For example, Google is a company which maintains transparent communication in the workplace (Workspace.google.com, 2022). Moreover, this also helps to empower employees to perform their tasks in an effective way which helps to increase their performance level. This element is also effective for enhancement of proactive approach among team members which contribute to proper functioning of a team.

Team goal is also an essential element which helps in functioning of a team in an appropriate manner. Besides, according to Krznaric (2020), both short term goals and long term goals inspire team members to conduct good work. Goals provide right direction and flexibility to team members and this helps in proper functioning of the team. Team goals encourage employees in an appropriate manner and this helps in increasing responsibility for them and contributes to achievement of desired outcomes. About 60% performance level of staff are increased due to adoption of proper team goals (Shrm.org, 2022). On the other hand, according to Vuong *et al.* (2021), promotion of ownership and accountability is another important element for appropriate functioning of a team as this helps to increase trust among

employees. This element is effective for improvement of organisational culture which helps to increase responsibility and accountability among team members. However, according to Tang, Vezzani & Eriksson (2020), role clarification and open communication is an important element for proper functioning of a team. This provides an opportunity to understand their responsibility and encourage them to work in an effective manner. About 80% of companies across the world focus on open communication with employees in order to improve their performance level (BBC.co.uk, 2022). This helps to improve self management skills among team members which help in proper functioning of a team. A proper self management is effective for development of skill and responsibility of team members which contribute to appropriate function of a team.

It is important to evaluate the strength of all team members. As per the view of Zhao *et al.* (2019), identification of strength of team members help to increase their capability which contribute to better function of the team. On the other hand, it is essential to focus on the weaknesses of team members in order to reduce their incapability and to improve their confidence level. Moreover, this helps to boost teamwork as this provides a good understanding about capabilities and capabilities of team members. Understanding team members' strength and weakness is important as this helps to increase productivity in an appropriate way. About 8.20% productivity of employees can be increased by determination of strength and weakness of team members (Statista.com, 2022). Boosting productivity provides a sense of value to team members and this helps in better functioning in the workplace. On the other hand, according to Hajiali *et al.* (2022), promotion of efficiency is an important element for team members to function in an appropriate manner. Improvement of efficiency helps in reduction of micromanagement and this helps in better collaboration among team members. The level of collaboration has increased by 50% due to enhancement of efficiency in companies across the world (Hbr.org, 2022). Team members aware about responsibility due to an effective collaboration and enhanced responsibility helps to conduct a team function in an effective manner.

Supporting employees is another essential element for a better functioning of team members. As per the view of Rasool *et al.* (2021), supporting employees helps in development of a strong workplace environment and thus helps in mitigation of conflict among them. Moreover, this helps to improve the own performance of team members which contribute to a better function of a team in an organisation. On the other hand, it is also important to build professional skills among employees in order to improve the function of a team. For example, Amazon focuses on professional skill development of employees and contributed about \$1.2

billion to provide professional skill development training to about 300,000 employees in 2025 (Aboutamazon.com, 2022). Moreover, this element also helps development of trust among employees towards the organisation which helps in a better team function.

Creation of culture of idea and innovation is also an important element for proper functioning of a team. According to Roscoe *et al.* (2019), an appropriate culture helps in development of thinking capability of employees which helps in enhancement of their performance level. This type of culture helps in development of a trusting team environment which helps in functioning of the team in an effective manner. However, a collaborative culture is also required for proper function of a team.

Question 2

Leadership theories provide explanations about how and why certain people become a leader. As per the view of Vasilescu (2019), leadership theories help to handle traits and behaviours of people which can increase leadership capabilities among people. One important leadership theory is transformational leadership theory as this encourages people to work together in a team. For example, Microsoft is a company which follows transformational leadership style according to transformational leadership theory. This company has focused on transformational leadership style in order to increase value of this company as this helps to inspire, influence and helps in execution of changes among leaders. Microsoft has focused on transformational leadership to make innovation and diversity and inclusion in the organisational culture (Forbes.com, 2022). Transformational leadership theory helps to make positive changes in an organisation which helps in development of values of that organisation. With focusing on transformational leadership theory, Microsoft has committed to enter into the partnering strategy to expand in the market which is a positive change and makes \$26 billion to make partnership with LinkedIn (Forbes.com, 2022). This helps to meet human capital of Microsoft and helps to meet organisational goals. This helps to make a dynamic workplace culture and can also positively influence leaders to increase values of a company.

Transformational leaders inspire and motivate employees to meet organisational goals. As per the view of Çop, Olorunsola & Alola (2021), transformational leadership theory helps achieve a positive outcome as this positively influences behaviour of employees. Positive attitudes of employees help to increase productivity of employees and this increases values of an organisation. For example, Microsoft deals with empowering employees by training and development by influencing their attitude in a positive manner due to adoption of transformational leadership theory (Microsoft.com, 2022). Moreover, the transformational

leadership style in Microsoft helps leaders to inspire optimism, innovation and growth in order to create an environment in which staff can perform their best work. This helps to improve the values of Microsoft as this drives innovation among employees.

Transformational leadership theory influences attitudes of employees which helps in improvement of organisational culture. As per the view of Paais & Pattiruhu (2020), proper organisational culture helps to increase commitment, performance, productivity, self confidence and ethical behaviour among employees. Moreover, transformational leadership helps in development of organisational performance as this helps in building positive attitudes among employees. For example, Microsoft focuses on development of an organisational culture by the application of transformational leadership style in which employees can grow, learn and change and this helps to increase their performance level. Performance level of employees increased by about 4.7% in Microsoft is due to improvement of organisational culture of this company (Statista.com, 2022). Moreover, this type of organisational culture in Microsoft by adoption of transformational leadership style in the growth mindset of employees. Microsoft has made a diverse and inclusive workplace by adoption of transformational leadership style (Microsoft.com, 2022). A good organisational culture due to adoption of transformational leadership helps in enhancement of the value of a company.

Thus it has been noticed that transformational leadership theory is useful for businesses to increase their values as this helps to align business goals and motivates other employees. On the other hand, transformational leadership styles also have some disadvantages and this can have a negative effect on organizations. Lack of focus on essential tasks is a weakness of transformational leadership theory as this mainly focuses on inspiring employees. This negligence of essential tasks can decrease revenue of a company. About 13.47% profit declined in Microsoft due to lack of focus on essential tasks as this company mainly focuses on inspiring employees according to transformational leadership theory (Microsoft.com, 2022). Moreover, this can create confusion among employees about the procedure by which they can meet the goals of the organization. Moreover, transformational leadership theory can disrupt the routine activity of a company as this change the way of thinking by employees which creates confusion among them. Microsoft has faced disruption in its hybrid work structure due to adoption of transformational leadership and made confusion among 40% employees in this company (Microsoft.com, 2022). This disruption also happens as transformational leaders focus on motivating employees and cannot provide training for adoption of challenges for new routines in an organization. Listening to feedback of

employees might be effective for transformational leaders to stop hazards in alteration of routine.

Leadership position has to be highly influential in order to motivate employees according to transformational leadership theory. As per the view of Ali & Anwar (2021), influential leadership can shape the thinking of employees and this can contribute to increasing values of a company. This might create difficulty for employees to raise concern and this also makes it difficult to see the negative aspects of a company. This can increase burnout rate among employees which can decrease the value of an organization. About 50% employees are burnout from work in Microsoft in 2019 due to difficulty raising concerns among them (Microsoft.com, 2022). This incident has been observed due to the negative effect of transformational leadership which is followed by this company. Moreover, companies can focus to encourage growth mindset among employees in order to mitigate this negative aspect of transformational leadership theory or style. Companies can focus on self reflection and critical thinking when making any decision to transform the drawback of transformational leadership style to its strength.

Companies can easily influence employees by following transformational leadership theory but this can create a sense among employees that leaders are misusing their powers. This type of sense can increase dissatisfaction among them which causes enhancement of burnout rate among them. About 16% of employees in Microsoft are dissatisfied with the leadership and the working environment (Microsoft.com, 2022). This can decrease the value of this company and thus any company requires regular discussion with employees. Thus it has been identified that transformational leadership theory has both benefits and drawbacks which can increase or decrease values of a company but mainly this theory incarse values as this has more beneficial effects.

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