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Management and Organisational Change

Question 1

Introduction

This essay discusses ¹the important elements that make a team function effectively in a work and organisational context. The discussion utilises Tuckman's model to describe the stages of team formation, through which their effective functioning can be detailed. Lencioni's model of team dysfunctions is also incorporated in this discussion to determine barriers that can limit a team's capacity for effective work performance in an organisation.

Discussion

A team is a group that is composed of different individuals or employees that are found within an organisation's workforce. Teamwork is therefore an internal activity that is influenced by the different variable factors that can affect a group or team's functioning potential towards effective work performance. From organisational culture to corporate decision-making, different internal environment elements are responsible for optimising the team towards working at an optimal level. This can be illustrated through the use of Tuckman's model of team development, which is described sequentially across the five different stages of the model (Kumar et al., 2014).

Forming

In the first stage of the model, the group dynamics begin to take shape as the team members interact with each other for the first time as a team (Kumar et al., 2014). This will lead to different types of behavioural responses from individual team members, such as appearing eager as a demonstration of organisational commitment. Team members can also display reluctance to talk about work-intensive topics, as their roles in the team will not be completely defined in this preliminary stage. They will respond to safer topics of a more general capacity to ensure they do not offend anyone or appear to talk out of line, as they are not yet entirely familiar with their roles and the team dynamics.

To ensure team effectiveness at this point, the team activities must be streamlined through formal introductions of team members to each other (Jeske & Olson, 2021). This will create immediate awareness of the personalities, qualities and other traits of individual members of the team and reduce their insecurity caused by a lack of awareness of each other's roles. From this, the team can be prepared to address the long-term or 'big picture' elements by establishing clarity of expectations and communicating with them regarding what is expected from them as a team (Jeske & Olson, 2021). Therefore, communication is integral to securing effective team performance in this forming stage.

Storming

In the second stage, the team is at its most vulnerable as the team members interact, collaborate and work with each other in real-world scenarios (Kumar et al., 2014). This can lead to resistance on the part of individual team members, caused by their conflicts derived from interacting with the team members. Such conflicts can arise due to personal differences of views among team members, as well as professional disagreements on how to proceed with a task that has been assigned to the team. Team members will also display a competitive performance to justify their selection as team members for the particular context, and such dynamic occurrences can threaten the team's unity and peak performance potential. Therefore, team members must be asked for feedback regarding their experiences, as this will satisfy their issues or concerns related to their work performance as team members (Potosky et al., 2021). Any issues that develop among the team leading to conflicts can be summarily identified, empowering the team to create solutions that satisfy the expectations of individual members uniformly. This can be achieved through the Thomas-Kilman model of conflict resolution, where conflict resolution secures a peak performance when it delivers an empathetic outcome for the conflicted parties (Nunkoo & Sungkur, 2021). Ultimately, the team dynamics will be normalised through such interventions, allowing the team to develop a secure and trust-driven quality to their team performance.

Norming

In this stage, the team begins to act at a higher level of performance as their issues are clarified through feedback and engagement (Kumar et al., 2014). This allows them to uniformly understand the goals and purpose of team members, creating a confident basis on which the team performs. It increases their confidence which leads to a greater degree of proactive behaviour of team members, thereby securing autonomous development of personal responsibility as a team member. As members develop such self-responsibility, they begin to have trust and responsibility for each other as a team, leading to supportive behaviour that reduces the prospect of anxiety or insecurity developing among team members (Erdem et al., 2003). Teamwork at this stage must be reinforced with opportunities for professional development among team members, through which they are provided with learning opportunities. Team performance improves when team members can develop further through interventions like coaching and mentoring.

Performing

Lencioni's model of team dysfunctions states that five dysfunctional qualities can limit a team's effective performance (Laemers, 2021). These qualities are inattention to

results, avoiding accountability, lack of commitment, fear of conflict and absence of trust (Laemers, 2021). At this stage, the team will be performing at their optimal level as these dysfunctions are prevented from developing owing to the guided growth of team dynamics across the previous stages of the Tuckman model. Autonomous self-management, team collective focus and high trust drive the motivated performance of the team, which can be made more effective through guided encouragement that preserves the autonomy of the team members (Gonzalez-Mulé et al., 2016).

Adjourning

The team disbands at the last stage as their task is fulfilled (Kumar et al., 2014). This can create an emotional response of sadness among team members as their team dynamics end. To preserve the morale of the individual members, a celebration can uplift their mood to mark the achievement of their roles and responsibilities as a team. Team evaluations will also highlight points of the contribution of team members, allowing for recognition of individual contributions.

Conclusion

The essay discussed team dynamics through Tuckman's model to answer the question of securing the effective work performance of a team. By incorporating other models relevant to the discussion, the scope of answering the topic benefited from the inclusion of models like Thomas-Kilman and Lencioni's model. This has allowed the essay to thoroughly address the work performance potential of a team in an organisation.

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Question 3

Introduction

Change management is a resource-intensive process that requires a substantial commitment to changing the organisational structure and with it the internal dynamics of the company. For the workforce, this can lead to a detriment as they may encounter barriers in adjusting to the new status quo of the post-change organisational environment. In particular, the company culture can be impactful for change management. This will be explored using Kotter's 8-step change management model, through which the impact of company culture can be detailed.

Discussion

Create Urgency

In the first stage of change management through this model, the organisation seeks to create urgency as a catalyst factor that will embolden internal stakeholders to participate in the change management initiative (Kotter, 1995). This quality of urgency is secured by communicating the change necessity internally, which will inform the stakeholders such as managers and employees of the need to change. This can be owing to an internal change agent, such as needing to diversify company divisions. It can also be driven by an external change agent, such as emerging competition in the market that necessitates a change to adapt. Through transparency and forward communications, the quality of urgency is created that will result in an optimal reaction from the organisation's members as per the Yerkes-Dodson Law (Teigen, 1994).

Form a Powerful Coalition

A guided coalition can be created at this stage where leaders or influential members of the organisation can be gathered from different departments laterally (Kotter, 1995). This ensures that leader representatives are engaged across the hierarchy of the organisation, which secures internal collaboration. This has the strategic advantage of eliminating organisational silos, which can create isolation among teams or departments from corporate decision-making (de Waal et al., 2019). Silo-busting is therefore performed as internal communication and collaboration results in developing a guided coalition (de Waal et al., 2019).

Create a Vision for Change

A change vision or strategic plan is developed at this stage, where the collaborative input of stakeholders is used to create solutions that are accepted by all participants (Kotter,

1995). A change vision must incorporate company values and beliefs to maintain the central values of the organisation throughout the change outcome.

Communicate the Vision

As the vision is formulated, the vision plan must be communicated to the entire internal environment members of the organisation (Kotter, 1995). In modern organisations, this is made more efficient by using digital technology for communication and collaboration, such as internal intranet networks. Communicating the vision will allow the organisation to develop a shift towards the new status quo, which will reflect across the different areas of operations of the company (Shulga, 2020).

Remove Obstacles

In change management scenarios, obstacles may develop that can result in barriers to change performance (Kotter, 1995). This can be found across diverse reasons, such as change reticence among managers or job insecurity among employees. Change management can result in reshaping workplace dynamics that affect the influence of managers or the job roles of employees (Rousseau & ten Have, 2022). Therefore, collaborating with these internal stakeholders is a necessity to remove such obstacles that prevent the entire organisation from committing to the change development. For instance, compensation systems can be used to reward people and secure their commitment to the change management plan.

Create Short-Term Wins

The development of visible success outcomes motivates employees within the organisation during change scenarios (Kotter, 1995). For this purpose, the change outcome can be made more streamlined by creating short-term goals to secure such wins. By identifying achievable targets with a low-risk threshold, progress is made and milestones are achieved to create visible evidence of successful change outcomes. During this period, change participants can be rewarded for their contribution to further motivate them (Rousseau & ten Have, 2022).

Build on the Change

The momentum of the change development must be sustained to ensure inertia does not develop across the active development of organisational change (Kotter, 1995). Building on short-term wins is an approach that secures this momentum by creating more goals that guide the focus of the workforce towards securing the post-change outcome. Organisational behaviour approaches such as kaizen can be incorporated to secure continuous development in this way (Alvarado-Ramírez et al., 2018).

Anchor the Changes in Corporate Culture

Lastly, the change outcome must be solidified to preserve the new status quo of the organisation. This is best achieved by anchoring the changes in internal operations, processes and actions within the company culture. Schein's model of organisational culture is presented across three dimensions of artefacts, values and assumptions (Hogan & Coote, 2014). Through artefacts, the visible layers of change such as processes can be incorporated within the change outcome. For instance, a change towards digital transformation can be made more visible by eliminating non-digital tools such as notepads from workplace environments. This preserves the artefacts as indicative of a digital-focused workplace environment.

The company values and goals are further secured in the second layer of company culture. In such a post-change scenario, this can be developed through upskilling the workforce to anchor their capabilities in the new status quo of digital operations (Pacolli, 2022). Lastly, the assumptions such as unconscious thoughts can be used to anchor the change outcome with the company culture. A strong cohesion of trust and purpose will empower the employees to act following the stated values and goals of the organisation (Tsai, 2019). By aligning the motivations and needs of employees with the post-change outcomes, the company culture is successfully used to anchor the change in continuity in an organisation.

Conclusion

The essay addressed the strategic implications of change management through the instance of Kotter's 8-step change management model. It incorporated other models, such as Schein's organisational culture to create a specific relevance of company culture's impact on change management success. Through this approach, the essay addressed the topic's scope of the strategic importance of change management in an organisational culture context.

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