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MANAGEMENT AND ORGANISATIONAL CHANGE

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Question 2

Introduction

Leadership is a crucial requirement in all industries and business organisations. Leaders help in improving individual skills while guiding people to attain organisational goals. Thorough considerations are expected of leaders who can make people follow them to achieve objectives. Leaders follow different leadership styles and theories to achieve their goals. It confirms the existence of various leadership theories that ensure and direct leaders to obtain potential requirements associated with successful leadership. The discussion here evaluates such a leadership theory and demonstrates its value in the current organisational environment.

Critical evaluation of behavioural theory

Several leadership theories are present that are used by leaders and managers to perform effective leadership. These theories are the mainstream that enables leaders to implement leadership styles in organisations. These theories help leaders to create value and ensure the effective performance of companies. According to Leithwood et al. (2020), a successful leader is capable of making appropriate decisions, solving organisational issues, setting goals, providing vision, and motivating people in organisations. They analyse organisational environments and devise applicable strategies that best suit the firms for effective development. However, leaders must have certain skills to consider all the aforementioned activities. In this regard, a debate about having innate abilities and developing capabilities through training is prominent in the industry. Several critics believe that leaders have born talents, while another group of critics states that leadership skills and talents can be learned. The debate enabled several ⁴ leadership theories, such as transactional theory, transformational theory, trait theory, contingency theory, Great Man theory, behavioural theory, functional theory and others.

Among these, trait theory and Great man theory directly focus on the personal skills and characteristics of a leader, which are associated with their innate abilities. These include glamour, wisdom, appeal, daring, emotional equilibrium, competence, tenacity, and such (Alvesson, 2020). On the contrary, theories such as behavioural and functional theory focus on the skills that can be developed and improved through training and assessment. The skills of these leaders are not inherent traits but qualities that are driven by their behaviour. Other mentioned theories focus on the capabilities and actions that must be undertaken by leaders to ensure the effective growth of organisations and teams. Based on the requirements of this discussion, behavioural theory can be considered. As noted above, behavioural theory strongly opposes the argument of having innate qualities are the actual reason for leadership success. Based on this theory, leaders must be mindful of their behaviour to boost the morale and output of their team.

The types of leaders that mainly come under this theory are ¹task-oriented leaders, people-oriented leaders, country club leaders, opportunistic leaders, dictatorial leaders, democratic leaders, paternalistic leaders, sound leaders, and status-quo leaders. De Meuse (2019) explained that the concept of developing leadership skills based on controlling behaviour can be observed through Blake and Mouton's Managerial Grid. It allows leaders to develop their skills to reach their ultimate goals. Even though it is more applicable for managers, leaders can also take note of the actions associated with personal and group development. Organisational requirements are changing from time to time depending on market dynamics and trends. In this situation, leaders are expected to create value while considering the current organisational environment. As per the ideas of Pellegrini et al. (2020), behavioural leaders follow concepts that are more closely linked with the organisational environment than personal traits. Even though personal skills and abilities are essential to some extent, consideration of the environment and acting accordingly is the nature of a behavioural leader.

Behavioural leaders are task-oriented, which allows them to focus on team systems and processes while considering the human needs of the members. Providing clarified task descriptions and confusing information, streamlining interaction methods, and forming well-organised team structures are some of the actions related to such leaders. People-oriented leaders also focus on the organisational environment and take note of ⁹the needs of employees in the process of improving their ability as a team (Karatepe et al. 2020). Contrarily, dictatorial leaders are more interested in producing work results and creating value accordingly. These leaders often ignore the well-being of team members and pressurise them to work hard. An instance of such a leader is Elon Musk, whose pressures on the workforce created immense stress on employees and forced them to leave their companies (Robinson, 2021). Excessive work during an already busy time causes burnout and forms mental health issues.

Indifferent leaders are also examples of leaders following behavioural theory. The attitude they project is restricted to protecting their jobs rather than supporting employees for overall team growth. Such actions lead to dissatisfaction and negatively affect workplace culture. Opportunistic leaders follow a mixed approach, where they focus on both employees and results based on the current situation of organisational environments. The paternalistic and democratic leaders, on the other hand, promote a collaborative approach and provide flexibility. All these behaviours of leaders demonstrate the various results that can be expected from leaders irrespective of their innate traits (Hunt & Fedynich, 2019). It depicts the fact that behavioural leaders can produce mixed results while creating value in a changing organisational development. However, considering the thoughts of Griffith et al. (2019), it can be stated that, despite the control behaviour of leaders, a certain level of personal qualities is necessary. Moreover, the theory focuses on the behaviour of a particular leader, which has a high chance of biases.

Furthermore, the approach pushes for innovation and provides flexibility but does not mention the process of attaining such goals (Fayad, 2022). In other words, a lack of guidance is evident among behavioural leaders. Despite that, it supports accessibility and better decision-making, which aligns with the requirements of a changing organisational environment and adds value to the decisions.

Conclusion

The discussion concludes with the fact that leadership theories have different aspects that result in different outcomes. The behavioural approach rejects the ⁸idea of having inherent traits to become a leader. It believes in developing and improving skills through training and controlling one's behaviour in an organisational context. It allows them to make effective decisions, encourages team members to innovation, and enables flexibility. However, it also has dictatorial leadership that affects the well-being of employees. Despite that, the results of the behavioural actions affect the overall development of a company based on the organisational environment.

Question 3

Introduction

Organisational culture is a common requirement in firms that enable them to carry out activities and make decisions within them. It ensures that employees, managers and executives follow a certain system while delivering their roles and responsibilities. Change management, on the other hand, is a requirement that often occurs when an organisation shifts from a certain system to another. The process associated with such development is noted through effective change management techniques. Changes occur due to strategic interventions as well, which sometimes leaves employees in chaos, as they resist them. The current study assesses ¹the

strategic implications of change management with specific reference to the impact of organisational culture.

Strategic Implications of change management based on organisational culture

Organisational culture in a company depends on the values and beliefs it holds along with the method of interactions, which forms an environment in it. It encompasses the foundational values of a business. ⁶ In the words of Tran (2021), organisational culture reflects the expectations, philosophy and experiences of employees and leaders of an organisation in it. It often determines the future of a firm, as it affects employee engagement, satisfaction, retention, and turnover. In many cases, companies have an innovative culture that allows all employees to make collective decisions or express their thoughts regarding a certain situation. Other cultures focus on taking care of employee needs and requirements to keep them satisfied. The workload is distributed effectively, enabling employees to act productively. All these actions are responsible for the overall organisational culture. Contrarily, there are toxic environments where employees are forced to work excessively, their efforts are not appreciated and are rarely given opportunities to make self-decisions (Carvalho et al., 2019).

Such organisational cultures lead to chaos and low performance in the competitive market. The lack of encouragement and motivation disables the capability of the talents within an organisation. On the other hand, an effective organisational culture ensures that all matters are solved properly. Organisational cultures often affect the result of change management within an organisation. As mentioned earlier, change occurs based on shifts in systems, whether it is a technological change, structural change, or strategic change such as mergers and acquisitions. Based on the views of Al-Otaibi and Ismailismail (2020), companies can express organisational culture depending on the way they treat their employees, the level of freedom provided to employees to make decisions, the method used to convey messages to customers and

employees, and the level of commitment of employees toward a product or service. These actions affect both adaptive and transformational changes within a company.

Adaptive changes are small, iterative, and gradual changes that are associated with the development of its products, workflows, processes, and strategies over time. On the other hand, transformational changes are large-scale changes with wider scopes that significantly change the status quo of a company (Mansaray, 2019). Change management is the process that considers such transitions from the beginning, as managers devise strategies, implement them, and form results. Company managers need to take note of effective strategies to successfully make transitions in a company. Managers and leaders follow some of the basic strategies related to change, which are preparing the firms for change, crafting and planning for change, implementing the changes, embedding changes in the company culture and practices, reviewing progress, and analysing results (Yue et al., 2019). The strategies vary from leader to leader; however, the basic actions of change remain the same.

The differences in change management are based on respective strategic goals, key performance indicators, management of project stakeholders and teams, and project scope. The results of these elements are different for all organisations and show the effectiveness of change management. Leaders and change managers follow several change management theories that enable them to make decisions regarding the planning of change. One such theory is Kotter's eight-step change management theory, which provides eight steps to reach the goal of a successful organisational transition (McLaren et al., 2023). However, none of these change management theories states specific solutions to stop the reversion of change. According to Furxhi (2021), employees are bound to resist when change is introduced in a firm. It is the case because they are habituated to the old way of doing things and culture. Organisational culture is highly significant in this situation due to its influence over employees working within it.

The insertion of new changes into an organisational culture is challenging as new ideas and values are added to the existing ones. Improper implementation of change plans in this situation can lead to possible turnover within the company, which is not affirmative for future development. Therefore, leaders need to prepare the employees regarding the upcoming change and make them carry on with the transitional phases. As per the ideas of Chebbi et al. (2020), new organisational structures, reward systems, and controls are considered tools that assist in glueing the change in the culture. Also, the old culture needs to be flexible, as it can, otherwise, become a hindrance to the overall development of the company. Effective communication, in this regard, is significant because it helps employees understand the reasons for the change and the benefits they can receive from it.

Conclusion

The conclusion depicts the fact that companies must take note of their culture, which can affect the overall success of change management. It is highly dependable on organisational culture because one of the crucial steps of change is to blend the new practices with the old ones. The resistance from employees is common in this situation, which is why, the organisational culture ⁷ plays a crucial role in the development of a change management plan. It has been observed that organisational culture is based on the foundational values of a company. Thus, the changes that occur within a company affect its culture as well. It reflects the fact that organisational culture can affect the overall development of the strategies related to change management as well within an organisation.

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