

# SEP\_AIN3082

*by* Student Help

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## **CASE STUDY ANALYSIS**



## **Part 1**

### **Introduction**

Change management has been recognised as a change process in organisational functions such as multiple management strategies and leadership techniques. On the other hand, the change management processes have been driven by critical reasons such as “cultural diversity” and “step-management change”. This study has portrayed the change in the management processes of GSK regarding enhancing revenue growth and improving cultural parity among employees. In addition, the study has focused on the background of the change procedures of GSK. The organisational approaches of GSK have also been elaborated in the context of the change processes. Finally, a recommendation section has been provided to promote the effective use of the change management processes in the future of the company.

### **Background of the change procedures**

#### ***Major changes in GSK***

The pharmaceutical company GSK has focused on its organisational work process development to deliver more effective facilities to the customers. GSK has applied the step-change process to produce and deliver “high-quality vaccine”. Based on the opinion of Lenka and Gupta (2020), a change management strategy has been followed by the companies to improve their present performance and achieve a better position in the existing market. GSK’s organisational management to “*step-growth*” has been adopted to deliver better healthcare services to customers. The company has changed its leadership styles for “New GSK” to manage the change management process successfully. The pharmaceutical organisation of London has focused on organisational change strategies, such as, cultural change and leadership change suggested by Emma Walmsley, Chief Executive Officer. Focusing on the demerger of GSK, the company has started to invest more in research and development (R & D) to adopt new innovative work processes.

#### ***Explanation of the reasons for new changes***

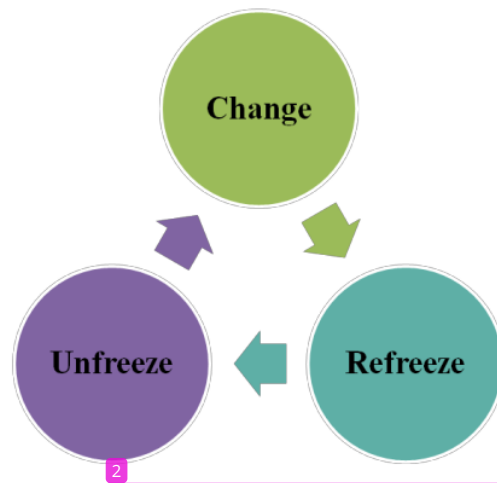
The pharmaceutical company has faced some issues during the global pandemic time as their traditional work process has not provided sufficient support to the customers by delivering sufficient vaccines. According to the view of Gil-Gomez *et al.* (2020), not meeting customers’ needs has decreased overall sales and the company’s value in the global market. Focusing on this reason, GSK has tried to adopt the step-change growth strategy in the organisational work process management. The demerger process of New GSK has mainly been implemented to provide more facilities to the customers. The organisation has adopted change management by developing R & D in the new work process development. GSK has

planned for this change since 2017 and it has been implemented in 2022 (Gsk.com, 2023). The actual mission of the organisation is to provide sufficient facilities to the customers by applying some innovative processes.

Implementation of a step-growth process in GSK's work development process, the organisation is ready to change the culture, leadership style, innovation management and other internal strategies. The demerger process of the mentioned company has been implemented to focus on the production of "**high-quality vaccines**" to give support to the customers in future. According to the words of Erlangga (2022), fulfilling customers' demands is the basic responsibility of a company, which has assisted to achieve customers' satisfaction. In addition, in the opinion of Errida and Lotfi (2021), adopting and implementing a new process in the organisation, financial stability, technological advancement, leadership management and proper planning, and change management can be applied. GSK's demerger strategy has followed innovation management to produce high-quality vaccines. The strategy has been adopted to eliminate the previous risk factors that occurred during the Covid-19 pandemic situation. The high innovation management strategy of GSK has been implemented by delivering a problem-solving nature.

#### ***Theoretical implementation***

GSK has followed the change management models to eliminate risk factors from the new plan. Relating to Lewin's change management model, GSK has also unfroze its previous work process to implement the new change model. As per the view of Harrison *et al.* (2021), ***Lewin's Change Management Model*** has suggested completing the change management process by following three steps, such as, ***unfreeze, change and refreeze***. GSK's new change management in organisational culture and leadership style has adopted transformational leadership to deliver useful behaviours to manage new work processes. Demerger strategy of GSK needs to develop its innovative work process after unfreezing the previous traditional work process. GSK has not provided sufficient services to the customers in the global pandemic situation, for which, their traditional work process is a big reason. After implementing new organisational culture, GSK has refrozen the work process in 2022.



**Figure 1: Lewin's Change Management Model**

(Source: created by author)

Organisational changing management of GSK has focused on the transformational leadership style and continuous innovation by developing R & D. In addition, the demerge strategy of GSK has been implemented to expand the business and apply change management in the new business area. Based on the words of Roscoe *et al.* (2020), in maintaining a strategic management process in organisational change management, a company has to make a clear goal and implement important techniques to meet the goal. Focusing on GSK's change management, effective transformational leadership management can assist the organisation to adopt new work processes in innovative methods. The organisation has planned for this change management from 2017 to compete with its present competitors and achieve a satisfaction level from the customers. Continuous development of the organisational work process can provide a better profit to the organisation, which has been followed by GSK.

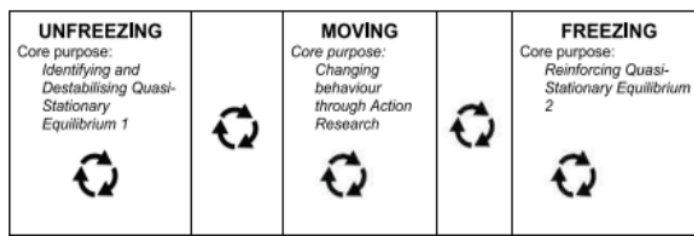
The change process of GSK has been elevated by the "cultural diversity" among employees and the lack of effective leadership qualities. On the other hand, the step-change in the growth and performance of the company has been driven by cultural diversity in the company workplaces. As per the views of Tamunomiebi and John-Eke (2020), globalisation has increased cultural diversity among employees. Globalisation has caused the inclusion of employees with different cultural backgrounds in the working environment of GSK. Furthermore, the company has been operating in the pharmaceutical field where leadership management has been required very prominently.

### **Organisational Approaches to the change process**

#### ***Enhancing Cultural Components***

GSK has been using “*The Classic Cultural Change Model*” to elevate its cultural change in the organisation. As per the views of Burnes (2020), the cultural change model has three primary steps which are “unfreezing”, “change” and “refreezing”. GSK has been promoting critical events such as “demerger” to enhance the unfreezing technique in the cultural change process. The company has been breaking down the reasons such as “globalisation” and “lack of teamwork” to prepare employees for cultural change. This breaking down of reasons has helped the employees to understand the key problems and work on mitigating them according to their understanding. This technique has helped the organisation to “unfreeze” the current situation of the working places and laid the foundation for developing new cultural change management processes.

The “change” aspect of the model has promoted the use of new behavioural components for employees in the organisation. As opined by Bhayangkara *et al.* (2020), the change aspect has promoted the implementation of new behavioural attributes among the employees of the organisation. In the context of change management, GSK has been promoting organisational values such as “integrity” and “focusing more on care seekers” to enhance a sense of responsibility among its employees. The company has also promoted the use of words such as “aim”, “purpose”, “ambition”, “intent” and others to develop behavioural change among the employees (Gsk.com, 2023). On the other hand, the “refreezing” aspect has provided strategies for solidifying the change and maintaining the functionality of the organisation with new implementations. The company has identified globalisation as the primary barrier to cultural change which has been mitigated by promoting the knowledge of cultural differences among the employees.



**Figure 1: “The Classic Culture Change Model”**

(Source: Burnes, 2020)

### ***Improving Communication Skills***

Communication skill has been recognised as one of the vital leadership as well as organisational qualities which can develop multiple behavioural aspects among employees. As mentioned by Diamantidis and Chatzoglou (2019), improvement of communication skills

can help an organisation to effectively motivate its employees and help them to adapt to the changing environment of the workplace. GSK has been applying this approach to enhance its leadership qualities to improve the adaptation process of employees through the change. On the other hand, the company has been promoting new R&D and “commercial execution” plans to develop value for Consumer brands (Gsk.com, 2023). Besides this, the organisation has also changed its structural frame and operational functionality according to the organisational aim of creating a “value for Consumer Brand”. These changes have been effectively implemented by the organisation through the improvement of the communication skills of leaders as well as employees.

The improvement of communication skills has helped the organisation to develop critical attributes such as “working in a team”, “brainstorming” and “solving difficult medicine-related problems” among employees. In addition, employees have been implementing effective communication skills to understand the critical issues of care seekers and increase the organisation’s brand image after the change.

#### ***Dedicating Change Management Resources***

“*Effective human resource management*”, “*Sharing capital*” and “*technological advancement*” have been considered the three major resources management strategies of GSK in the context of promoting “a value for customer-brand”. <sup>1</sup> As per the views of Rasool *et al.* (2019), <sup>4</sup> the “*Behavioral Management Theory*” has helped organisations to enhance the human aspect of change processes. On the other hand, the company has been using this theory to help its employees adapt to the changing aspects of the workplace. Besides this, the theory has suggested that a leader can focus on improving the understanding of conflict, motivation and productivity of employees to provide behavioural change according to the changing environment. In accordance with the views of Basalamah and As’ad (2021), the productivity rate of employees can be understood by analysing their motivational as well as conflicting aspects in the workplace. In addition, GSK has been applying this theory to the changing management process of its employees as well as leaders' adaptation attributes. This has helped the organisation to achieve its short-term goals regarding the new organisational functions.

The company has been sharing its profits with the employees to develop a positive relationship and compensate them for issues regarding the changing procedure. As per the views of Van Der Lippe and Lippényi (2020), sharing a part of the profit with the employees can help organisations to encourage their employees to work more productively. In addition, technological advancement has also helped GSK to develop a fundamental transformation of



R&D approaches. The company has been using AI and machine learning to improve its strategic position in the market by analysing the care seekers' requirements from the organisation.

#### ***Role of Leaders in the change management process***

"Transformational Theory" has been used by GSK to adopt fluent change management techniques in the organisation for its employees. As per the view of Manzoor *et al.* (2019), the transformational leadership quality has incorporated critical attributes such as "openness in conversation" and "no judgemental approaches". GSK has promoted this leadership approach as the transformation of R&D techniques required active listening aspects from the leaders. On a contrary note Jankelová and Joniaková (2021), effective communication skill has also been developed by leaders which have not been considered a part of transformational leadership qualities. Besides this, the company has been operating in the pharmaceutical sector which requires active listening as a part of strategic implications on a daily basis. Respecting team members have also been promoted as a critical method of effectively incorporating the "transformational theory" in leadership skills. In addition, the theory has lacked evidence-based approaches which can enhance the productivity of the employees during the change in the organisation.

#### **Recommendations**

##### ***Monitoring processes***

It can be recommended for GMK that the company needs to focus on its monitoring processes to enhance the desired quality from its employees. On the other hand, Radianto and Effendi (2022) have stated that the "reward-on-performance" technique can also help organisations to increase their employee satisfaction rate. Besides this, the "reward-on-performance" technique can help GMK to motivate its employees to effectively communicate with care seekers. Furthermore, the change management process can also be enhanced by this technique as it elevated the competitive nature among the employees. This can help the employees to adopt the new working environment and work more productively to acquire rewards from the organisation.

##### ***Feedback system implementation***

The company can also use a feedback system to identify the difficulties of employees from the organisational change and implement effective strategies to mitigate them. For instance, the company has been facing cultural issues due to globalisation in the work place. GNK can promote the effectiveness of communication skills to develop bonding among the employees and promote them to solve critical change-related problems. As per the views of Errida and

Lotfi (2021), creating a roadmap can help organisations effectively implement all the required steps to develop a sustainable change management plan. It can also be recommended for GMK that the company can develop a detailed roadmap which consists of all the possible steps required for the change. In addition, the road map can also include a future identification of critical issues in each step of the change management process.

### **Conclusion**

It can be concluded that the discussion has promoted an idea of various models and theories such as “Lewin’s change model” which is a specification of the “Classic cultural change model”. These models have helped to analyse the changing processes of employees' behavioural aspects during GMK’s organisational change. On the other hand, the study has provided the use of “Behavioural management Theory” which has helped GMK to improve its R&D performances during the transformational change. In addition, GMK has used the “transformational” theory to enhance the leadership qualities such as “openness in conversation” and “no judgemental approaches”. This has helped the organisation to promote an effective **role of leadership in the process of** developing a customer-centric brand.

### **Part 2**

#### **Reflection on own leadership approach, as well as Skills**

Leadership management is a systematic process of motivating employees, and managing the team-building process by applying active listening skills and problem-solving behaviour. Having good communication skills, I can maintain a good relationship with my teammates, which has developed team performance. At present, I have delivered the democratic leadership style to listen to teammates’ needs and deliver useful solutions to them. Based on the opinion of Fakhri *et al.* (2021), **high engagement with employees** and opportunities to share their opinions to make decisions, are the most important characteristics of **democratic leadership**, which has motivated the employees. Delivering useful solutions to teammates, I can manage team performance, but change management has not been accepted by me frequently. I have to improve my self-management by increasing self-awareness and emotional intelligence to adopt change management and deliver an efficient leadership approach to my teammates. In this study, I have followed **Gibbs’ reflective cycle** to discuss my feelings and evaluate those with proper analysis and action plans.

#### **Description**

I have followed the democratic leadership style to provide importance to all team members. Delivering equal importance to all employees has assisted to earn respect from them, which has developed team efficiency (Adiguzel, 2019). I have faced **conflict issues with new team**

**members** in the time of group discussions in my team as all of them have not the same mindset and same culture. On the other hand, implementing new work processes in my team has also caused problems. Some of my teammates have assisted me to continue regular meetings with them by managing communication, which is a great experience.

### **Feelings**

I have tried to improve the issues in team management, but my traditional mindset cannot accept the new process. Focusing on my experiences, now I have felt that I can manage my team by providing equal importance, listing teammates' needs and making decisions to solve the issues.

### **Evaluation**

The great experience during my leadership is the support of my team members, which is possible for a good relationship between the leader and the teammates. On the other hand, my new team members cannot adjust to me in the initial stage as I cannot adopt change management in a short time range.

### **Analysis**

I have earned both positive and negative experiences after delivering a democratic leadership style. According to the opinion of Grint (2020), a leader has to focus on teammates' needs to improve team performance and equally develop workers' motivation. After analysing my performance, I have to improve my self-awareness and accept organisational change as soon as possible to manage team performance.

### **Conclusion**

It can be concluded that my present capability of team management can be developed by having training in organisational change management. However, having immense support from my teammates can support me to deliver efficient performance by developing my current skill.

### **Action plan**

<b>Tasks</b>	<b>Improvement areas</b>	<b>Resources or process</b>	<b>Responsible person</b>	<b>Time-bound</b>
Adopting change management	Changing traditional mindset	Regular training	Training manager	3 months

Communicating with new employees	Language management	Learning new languages	Training manager	6 months
Identify new processes to implement organisational change in the team	Communication gap with new employees	Regular meetings, both verbal and face-to-face meeting	Organisational manager	2 months

**Table 1: Action plan**

(Source: Created by author)

### **Recommendation for future leadership skill development**

#### ***Participating in training on change management***

Leadership management can be more efficient by eliminating issues of team members by delivering a problem-solving nature. Focusing on my present leadership issues, it can be recommended that ***adopting change management*** and providing effective behaviour needs by the teammates is the best solution. Based on the opinion of Mousa and Othman (2020), adopting and implementing regular change in the organisational work process can improve organisational performance. It is highly recommended to learn the new work processes of the companies to apply those in the team.

#### ***Adopting transformational leadership***

I have faced several issues in the time of delivering democratic leadership in my team. Analysing the issues, it is recommended to implement a ***transformational leadership style*** to deliver effective performance to mitigate team risks. Based on the view of Budur (2020), providing openness to think new, tolerating intelligence risks, active listening and broadening mindset, are the main rules of transformational leadership. Following these strategies, it is highly recommended to trust every team member and listen to their issues with a broad mindset.

#### ***Communicate with new teammates***

In eliminating my issue of management issues with my new teammates, it is highly recommended to conduct regular face-to-face meetings with them. In the words of Dirani *et*

*al.* (2020), regular communication has helped to develop relationships between two individuals. In addition, it also assists to feel free to share problems with others.

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