

# UKS31584

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# **ORGANISATIONAL CHANGE AND MANAGEMENT**

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## **Question 1**

### **Introduction**

Teamwork is considered to be a common phenomenon in the successful operation of an enterprise. According to Hosseini et al. (2021), teamwork refers to the performance of a group of employees in a collaborative way to work towards attaining the specific goal of the organisation. An efficient team working through collaboration tends to build a strong sense of connection among the employees through open communication. This results in an exchange of ideas among them which reduces the stress related to work and helps them to perform the task in a meticulous way.

### **Discussion**

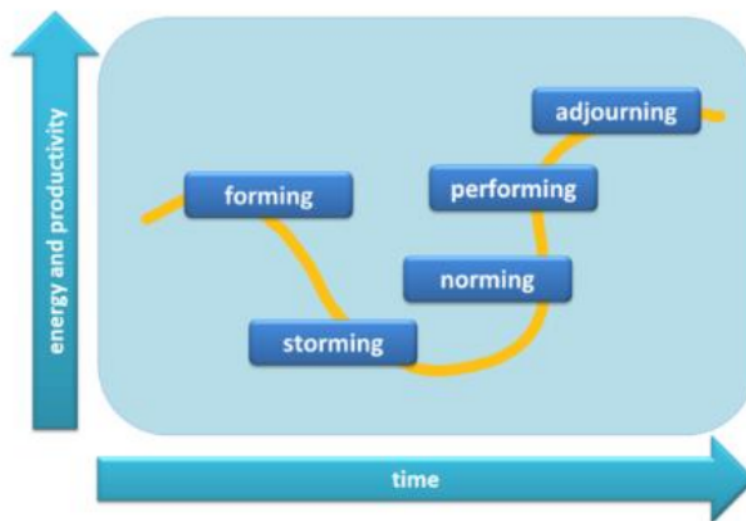
Organisations across the globe are looking to ensure the collaborative performance of their employees as a team to meet the organisational targets. According to Fathi et al. (2019), several elements like open communication between the employees, roles played by the leaders to motivate their employees, the purpose of the organisations and many more play a vital part in building cohesive nature in the teams. Open communication between the employees plays a major part in building a team spirit among the employees. According to Jung et al. (2020), the members of a team are designated to perform in a better way when they have proper ideas regarding the process which needs to be followed to perform the task successfully. The sense of camaraderie developed through open communication also helps to build a strong bonding among the members. According to Cherian et al. (2020), the increased sense of team bonding widens the arena of sharing of thoughts among the employees. This helps the members to learn from the experience of each other and the mutual learning magnifies the chances of them succeeding as a team. However, teams that are not able to communicate openly or do not promote learning through mutual cooperation are supposed to face severe issues while performing as a team.

The leaders of the organisations also play a major role in ensuring the effective functioning of a team. According to Tran et al. (2020), empathetic treatment of their employees leads to developing a sense of respect for the leaders in the employees. This sense of respect for the leaders often motivates the employees to stretch their limits to perform for their managers. Apart from this, leaders should be able to communicate clearly with their employees to provide them with a proper idea regarding their duties. According to da Silva et al. (2019), leaders who lack communication skills are prone to transmit the information to their employees which works

as a major challenge in the proper functioning of a team. Apart from these, leaders play a huge role in motivating employees. According to Tovmasyan & Minasyan (2020), many successful leaders are able to extract the best out of their employees by continuously motivating them. The continuous motivation of the leaders often brings out the best in the employees and helps the team to perform in a better way collectively. The leaders should also look to focus on holding several team bonding developing activities which also contribute to the proper functioning of the teams.

The existence of a proper set of organisational purposes often helps in directing the employees in the proper direction to achieve the rudimentary objectives of the organisation. According to Arasanmi & Krishna (2019), when the overall purposes of the organisations are well circulated among the employees, this helps the employees to work as a team to accomplish the targets set by the organisations. However, organisations which are not clear about their objectives or face repeated changes in their objectives are more prone to face implications in the teams. The distribution of tasks among the team members also plays a significant role in the proper functioning of a team. According to Spoelma & Hetrick (2021), when tasks are assigned to the members based on their strengths, they tend to perform in a better way. Therefore, the distribution of tasks based on the strengths of the individuals contributes significantly to the proper functioning of a team.

In relation to the formation and effective performance of a team, there is a theory suggested by Bruce Tuckman. In accordance with his opinions, there are five stages related to the theory. They are illustrated in the following figure.



**Figure 1: Elements associated with Tuckman's theory of team formation**

(Source: Solomon, 2020)

According to this theory, every team does not tend to perform with its full efficiency from the very beginning. The degree of their performances tends to increase with time. Thus this theory implies that in order to build a properly functioning team organisations and their leaders to be patient and observe rigorous team-building activities. However, when organisations wish to extract the highest degree of performance from a team from the beginning, it ultimately results in high employee turnover rates (Dwesini, 2019). Therefore organisations need to progress with small steps to extract the highest degree of performance from the teams.

### **Conclusion**

It is concluded from the above discussion that a collaborative working environment in a team contributes significantly to the overall growth of an organisation. The existence of open communication between the managers and the employees as well as among the employees substantially aids in the seamless operation of an organisation. It is also found from the discussion that organisational leaders play a vital role in building collaborative and supportive working environments through motivation and team bonding-building activities. Tuckman's theory of team management suggests that the performance of a team is built through rigorous procedures and leaders can build a performing team over a period of time.

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## Question 2

### Introduction

Leadership theories can be defined as the theory that helps to understand how and why an individual becomes a leader. The main focus of these theories are on the traits, behaviours and habits that these individuals adopt in order to strengthen their leadership abilities (Seidel et al. 2019). Some of the characteristics of individuals, who are having good leadership skills are, being capable of taking decisions, nurturing growth in employees, taking initiative in a task, being open to communication and planning effectively. An individual who is always ready to offer support and a helping hand to colleagues and team members is also a major quality of a leader.

### Description

One such leadership theory is the Behavioral Theory. It aims to focus on the behaviour and actions of the leaders which other leaders can also follow and imitate (Farid et al. 2020). This theory does not emphasise much on qualities and traits of the individual. It is also sometimes addressed as the style theory. It states that successful leaders are not born successful, rather they are created based on their efficient behaviour towards other people. This theory argues that any individual having good learning and observation can become a good leader. According to Kelemen et al. (2020), this theory, successful leadership can be predicted based on how the leader acts. Those who intend to study other successful leaders, this theory is very beneficial for them as then they can study which of the behaviours and acts are helping them in becoming so.

Behavioural theory is further categorised as styles of leadership depending on the behavioural patterns observed. Some of these leadership styles include task-oriented, country club, people-oriented, status-quo, dictatorial, participative, Indifferent, Sound leaders, Paternalistic Leaders and Opportunistic Leaders (Karam et al. 2019). In people-oriented leadership, the leaders focus on regularly motivating the team members and intensifying professional relationships with them. Observational leaders try to infuse in them the patterns or behaviours required to meet the client's expectations. People-oriented leaders analyse the team's progress, mentors them when the team is lacking behind and rewards them after the successful completion of the project. This helps in motivating the team. Country club leaders, on the other hand, believe that when the satisfaction, happiness and healthy work environment of the team are

the prime concern of the leader, it boosts the success rates of the team members (Balbuena et al. 2020). Leaders who safeguard the employee's rights and also focus on their well-being are country club leaders. The leaders who value their team's well-being along with focusing on the company's productivity are known as Status-quo leaders. These leaders usually enhance on following already established strategies which the company already used to gain success in the past. Some behavioural traits of these leaders are allotting the task uniformly among the team and frequently checking their progress.

Dictatorial leaders do not consider the team's interests or the team member's well-being. Their main goal is to achieve the results beneficial for the company. This behaviour, although ensures good outcomes for the company, but disrupts the healthy work environment for the team members(Nawaz & Sohail 2020). Some of the traits that Dictatorial leaders follow are setting deadlines that are quite hard to abide by and not considering the genuine excuses of the team members. Participative leaders, as the name suggests, work on the active participation of all the members of their team. He makes sure to consider feedback from all the team members effectively. There are many advantages of the Behavioural theory of leadership over other leadership theories. One of them is that it states that anybody can become a leader as a leader is not born but created out of behaviour and activities. Hence any individual can become a leader and prove to be an asset to the company by learning the behavioural traits of other good leaders(Marashdah & Albdareen, 2020). Another advantage is that an individual can decide what kind of behavioural leader he wants to be depending on the circumstances he is dealing with and accomplishing the necessary steps that should be taken to deal with the situation. There are certain disadvantages of Behavioural theory, one of them is that although it suggests that anybody can become a leader by learning about the behavioural traits of other good leaders, but it does not specify how to react to certain situations. The challenge here is a certain behaviour which works in a particular circumstance and with team members does not ensure its success in other circumstances involving different team members.

Many companies, nowadays, follow behavioural leadership theory. One such company is the American multinational company, Coca-Cola. Coca-Cola has been giving acknowledgement of its success to its employees for their growth and success(Mwangi et al. 2022). These are the employees who could act as a leader and make necessary decisions according to what the situation demands by following behavioural leadership theory. In this company, they use the

behavioural theory by engrossing the team into learning and developing their skills in decision-making which will be cooperative in nature. Programs are exclusively designed for the participation of team members and existing leaders which will further help them in decision making. Further new leaders are selected for handling teams based on their behaviour, cooperation and collaboration. One such leader of the Coca-Cola Company is Manuel Arroyo, who is the Global Chief Marketing Officer(CMO) of the company. He has been following Behavioral Leadership Theory since 1987. He started off his career as a co-founder of his Ski School in Madrid. He joined Coca-Cola in 1995 in brand management and gradually started to develop his behavioural skills which made it easy for him to make decisions in 1998 when he was promoted to global brand manager(The Coca-Cola Company, 2023). He led various teams by understanding the needs of the company and also taking care of the employer's interests and made decisions based on the need of that hour. His acknowledgement for his success can be extensively given to Behavioral Leadership Theory following which he could become the global CMO of the company from a co-founder of a Ski School.

### **Conclusion**

It can be concluded that successful leaders are not born but are made as a result of dealing with and handling different situations. The potential and the decision-making abilities of a particular individual in a tough situation, and how he calmly handles the situation by also complying with his team member's interests, is what behavioural theory states. From the above discussion, it can be noted how Behavioral Theory helped The Coca-Cola Company to boost its business by ensuring that the company's growth and the well-being and satisfaction of its employees are going hand in hand. Another key factor that can be an individual can consider Manuel Arroyo, global CMO of Coca-Cola, as a role model for following Behavioral Leadership Theory.

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