UKS31501

by Abc Xyz

MANAGING CHANGE IN ORGANISATIONS

Table of Contents

Question 1

The process of change is an important key to unlocking the future or giving an energetic experience or enthusiasm to the employees of any particular organisation. It often happens that the workers or the employees of an organisation lose interest due to following the conventional working process adopted by their organisations. At that particular point to experience something new or to provide them with a better working atmosphere for performing freshly or energetically to achieve success or target of the company.

This process can have a very positive impact on the field of business when merging with another company or hiring new employees for their business purpose.

Organisational change is basically the action in which the major components of an organisation are changed like the culture, technologies, infrastructure and a new approach to a great extent (Jisc.ac.uk, 2023). There are some specific reasons that cause the change. It may be the implementation of new technology, a new leadership strategy or the adoption of the business model that will be helpful to conduct the future business of the company.

The two types of changes that the organisation Uber Technology in the present context faced adaptive changes and transformational changes

Adaptive changes

This category of change can be considered as the small changes that an organisation needs to conduct in order to meet the essential things that are very much needed in their field of business. These changes are basically minor modifications in the organisation such as improvement of business strategy, leadership addition or subtraction in the process of business and updates of technology like updation of computer operating system from Windows 10 to Windows 11.

Transformational changes

The specific category of changes is considered as the change on a larger scale. It is the major changes that need a systematic strategy to implement in an effective way. The changes include the modification of the team or the structure, the performance of the business and the process of the business. In order to enact the changes in the field of business a great amount of time and effort are required. These changes happen in a particular organisation in most cases only when a company is damaged by external factors such as the arrival of any substitute in the market or due to the affected supply chain and any specific problem associated with stakeholders. The best example of transformational change that can be taken into consideration is the adoption of customer relationship management software(CRM).

In the present context, in order to implement the change strategy in the field of business the McKinsey 7S model can be taken into consideration. The model is very effective in order to change the important key factors of an organisation like Uber. The structure of the model consists of seven specific stages as the name suggests 7S. The stages are structure, strategy, systems, skills, style, staff and finally shared values (Cox *et al.*, 2019). The model was designed in order to provide a strategy associated with change management in the field of business. Among the seven stages, the first three strategies are regarded as 'hard', more measurable, concrete and easier ways for the procedures of change. On the contrary, the last three stages are considered 'soft' due to their complicated nature to manage the change process. The visualisation of the model gives a clear idea of the interconnection of each and every specific stage and how in the process of change one stage is completely incapable of the existence of the others. First is the structure which is a particular way for a company to organise or construct its all key factors in an effective way without a particular structure a company will never be able to implement any strategy. Second is the strategy that creates a well-constructed business plan for the future progress of the business and to achieve a competitive sustainable development. Third is the system that basically deals with the technical infrastructure of any particular company and also the decision-making chain. Fourth is the skill that basically focuses on the competency of the workers or the employees that help them to achieve their specific objectives. The specific attitude of the senior employees of a company becomes an important code of conduct that presents or forms the style of management. Staffs are the workers or the employees associated with the process of managing the business. Finally, by performing all the things in an effective way the organisation will be able to share its values in the market. The specific model is thus very much able to implement the process of change in the business field of Uber.

In the business field of Uber, the key drivers that are very much responsible for the process of change are the Economy, Technology, society and Environment. The international trading system and its impact on the global economy are completely uncertain due to its evolution. In the global field of business, challenges are increasing as time goes on. However, the global supply chains are strong and it creates a condition of difficulty for the long-term development of the company in the global market (iso.org, 2021). Changes are often required at that particular point in time in order to stabilise the economic condition of the organisation. Technology is another important factor in the business field. The present world of advanced technology encourages each and every organisation to improve its technological infrastructure. It is very effective in the context of giving new energetic experiences to the

employees. Society is another important topic in which the public, civil societies and stakeholders are taken into consideration. The changes are needed in order to integrate the leaders to make more effective and valuable decisions. The environment is the final key factor that is also responsible for the process of change. In order to maintain the sustainability of the environment changes are required in the field of the business Uber on a large scale.

From my personal research on the particular topic change the information related to change and its various aspects have been discussed very clearly.

Question 2

From the analysis of the above-mentioned key points related to the change in Question 1 the data or the information received, there are several important figures behind the process of change and they are very much responsible for that. The stakeholders have an effective role in the field of business as they play an important part in the change process.

In the present context, what is the resistance to a change process and how it has been successfully managed. Resistance is the adverse force or barrier to stopping a movement. Although it does not come under the category of negative force, it is basically a prevention that stops people from doing any kind of harmful thing. From a specific point of view, it is regarded as survival from destruction. It is usually a natural process of change. The resistance can be classified into three categories from a specific perspective. These can be considered as the understanding of the information related to change, the psychological and physical process of change and finally the confidence and trust related to the process of change.

The resistance is basically based on information, figures, ideas and facts. As detailed information is always very helpful in order to perform any particular thing in any specific field. Stage 1 occurs only When there is a lack of proper information, disagreement with the proper process of the plan and finally when there is confusion. Stage 2 basically occurs when the situations are like this loss of control or power, status or respect, a kind of incompetence feeling and isolation or abandonment is found in the process of change. Level 3 also happens similarly when a group of specific situations takes place in the change process like the personal history of lacking confidence, a difference of cultures, genders etc and finally the transference.

In the present context, resistance and its various aspects have been mentioned very clearly in order to understand the barrier to the change implementation process. The senior management has very effectively identified the areas of resistance in the present change

process. The most important factor or support can be discussed by adopting the model of ADKAR change management model. This specific model is also very effective in the field of understanding the process of change very clearly and also to analyse the various key factors of the change process to understand how effective it is in the field of business. The model is basically based on the acronym that the letter suggests. In the present context, A stands for awareness, D stands for desire, K stands for knowledge, A stands for ability and finally R stands for Reinforcement. The ADKAR model basically focuses on the employees, limits the resistance and speeds up the implementation. Like the other theory, it also emphasises the employees' value and support. The model says that instead of going directly to the process of change the management team should inform them about the various aspects of the process through an effective conversation with them. In the next step, knowledge is very much associated with the target or goal and all the other important things that are very necessary for the field of change. The desire is the expectation and the acceptance of the change process in order to experience something new in the field of business. The ability on the other hand relates to the personal understanding of the change process, how it will take place, what are the various aspects the process has and that should be followed in a very effective way. Finally, step reinforcement comes into existence when the process of change has already been done in a proper way and the employees of the organisation or the company have accepted the new way of dealing with things in a way of better-understanding things. The whole process gives a very clear idea what are the supports that can help to conduct the change management process in a very systematic way. The support areas have also been mentioned in the above portion. The change process is the most important topic or most discussed topic in today's world as time is going on and in the field of business, there are always several competitors in the market who are always innovating new ideas to gain better achievement in their specific market field. The new idea and new strategy mean the following process of change. When one organisation is going forward by adopting a new method or procedure the rest of the organisations also should follow the procedure of change. It is needed to survive in the market. The change management process also can be defined as the struggle for existence as per Darwin's theory. In the field of the market also there is a struggle in order to survive in the market and alo to snatch the best place for them without performing any harmful activities. The proper adaptation of the change process will automatically help an organisation to make its business conduct better than in the previous stages. The resistance to the change process that has been mentioned earlier is the best guide that gives an awareness about the all important factors that can perform as the barrier to change beforehand. The

resistance can be managed only by making the best cognitive approach to understanding. The resistance situation is created due to the lack of knowledge. If proper knowledge is gained related to change then the problem of resistance will automatically be solved without any complications or confusion. Proper knowledge is not important only in the process of change but also in each and every such place where a strong comprehensive knowledge is required for implementing any important plan or strategy that can occur in any specific field. Similarly, in the case of Uber, effective comprehensive knowledge has been used to complete the change process very effectively. Thus, in the discussion, all the key aspects related to change have been highlighted very minutely for getting a better result of the change process.

Question 3

From all the above-mentioned discussions various kinds of information have been found regarding the topic of change, why it is important and how in the field of the business of Uber it has been implemented very effectively and what basic outcomes have been gained due to the process of change. Finally, in the last part, the process of change will be taken into consideration how this particular process is being implemented in the field of any organisation. This is basically a five-step process and by following this in an effective way an organisation will be able to achieve success in the competitive business field. The steps can be followed in this way

Planning

In the planning stage, the management team associated with change will have to develop a plan for implementing the process of change in the field of business for further progress (imd.org, 2023). After making the goal or target related to change they have to fix or identify the persons who will be responsible for the upcoming change process and also highlight the timetable.

Preparation

In the preparation stage, the employees are provided with basic information about the upcoming change process that will happen to them in the coming time. The important factors that they will face during the process of change and finally prepare them emotionally and physically to accept the process of change.

Implementation

This is the original step of the process of change. In this stage, the change occurs to the employees of the company. In this stage, the change management team ensures the

employees of the company that they are in the process of change and that the change process is implemented in a very effective way.

Monitoring

In this stage, everything is monitored clearly. In the monitoring stage, the management team will evaluate the fact that whether the process of change has been implemented effectively or not. The team also needs to provide necessary things that are required for the employees in order to habituate them to the new way that the change has brought for them.

Evaluation

It is the final stage in which the change management team will evaluate every aspect of the change process very minutely. The evaluation is necessary in order to understand the outcome of the change process. This specific process will provide a better understanding of the process and it will also be very effective to identify any specific areas of the business that need any further improvement.

The outcomes that the change process has provided to the organisation are

Improvement in communication

After the successful completion of the change process when the employees are informed about the change process, better communication is automatically promoted in the organisation.

Productivity enhancement

After the proper implementation of the change, the employees of the company have been energetic and focused on their work and due to the mental freshness they are now very productive and literally there is an enhancement of productivity in the business of Uber.

Reduction of stress

Having energised the employees of the company are very much aware of the future of the business as they have already faced the change process. They are now physically and emotionally very fit and completely without the anxiety of stress.

Enhancement of creativity

It is also the same as productivity or can be said to be a part of productivity. Change always presents a better opportunity than the previous one. To be a part of the change the employees are now able to explore new ways that will be able to help them to do new things or to innovate something new in their working periphery.

Improvement of decision-making

It is very easy to accept that after having new ideas or new approaches the employees of the organisation are really able to make decisions more effectively than in the previous stage. There is an improvement in their decision-making process due to change.

This is the specific process of change that has occurred in the field of Uber and also the outcomes that also gained from the change process have been discussed very elaborately.

In the process of change there is the presence of some barriers or issues in spite of having a better improvement in the field of business - the lack of proper support from the executive or from the active sponsorship, the lack of effective communication often can mislead the process of change, the lack of proper solution support can present an resistance, the lack of proper knowledge and resources that will be helpful for the change management finally the culture of change-resistant and attitude. In the present context, the issues related to knowledge management have been effectively managed. The proper knowledge to deal with a particular situation is almost the most important key in the field of each and every working periphery. In order to manage the change process similarly a proper idea associated with change is essential. In the present field, though the lack of knowledge was found in order to improve the change process effectively, the issues have been managed very clearly by using the change management theories very effectively. The proper understanding of the whole process of the change has been received by analysing the process and after that implementation process has taken place.

Thus, in the process of change, the most important factor has been vividly portrayed in the present context. The implementation and the outcomes of the change have proven very effectively that the process has achieved success and it also disseminates the most important information about the change that will be very helpful in the further change process. It will also help understand the weakness on which some initiatives should be taken for better outcomes. Each and every essential thing that leads an organisation towards change has been mentioned very clearly. The experience that has been received by me in the present context is also very effective and can be taken into consideration for leading further change processes in a very unique and effective way.

Question 4

In the context of accepting and managing the change in an organisation, senior managers play an important role in the sustainability of the whole process. Change management models stand for the methodologies, concepts and theories that give a deep perspective to an

organisational change (Hussain *et al*., 2018). The aim of these models is to give guidance in creating changes, steering the whole transformation method and confirming that changes are adopted and practised in the organisation. Lewin's change management model and Kotter's 8-step process are the two most practised models that help senior managers to plan and manage change in organisations. Lewin is appraised to become the godfather of the change management models for an organisation (Hamdo, 2021). Lewin's change management model follows three respective steps in order to create change in an organisation that includes unfreeze, change and refreeze (Harrison *et al*., 2021). It is an easy and simple process that helps the senior managers in the adaptability process of change in an organisation. The first step of the change management model by Lewin is considered the unfreeze stage. This stage calls for the preparation process of the organisation to adopt the change that is required. The step includes breaking down the present operating status in terms of generating a new approach for the operating process of the management. It can be practised by identifying and determining where is the requirement of change in an organisation, by utilising the shareholder management and shareholder analysis to gain support for the change and by treating the requirement of change as an important aspect of the organisation (Haas *et al*., 2020).

The second step of Lewin's change management model involves the implementation process of the change in an organisation. After identifying the requirement of change in an organisation, the implementation process occurs in the management of an organisation. The step of implementing the change is a time-consuming process as it takes time for the employees in an organisation to adopt the change in a complete manner (Brock *et al*., 2019). The third step of Lewin's change management model is referred to as refreeze. This step is the final step of the change management model by Lewin as it refers to freezing the new process of an organisation. This also refers to confirming that the change has been completely adopted in the organisation where employees feel comfortable and confident in working with the new working management. Change is one of a factor that stands constant in the management of an organisation (Lei *et al*., 2018). However, the refreezing stage helps the organisation to create a balance in the process of management. Lewin's change management model is beneficial for the managers to implement in the organisation as it is simple to develop in the management. The model also helps the managers to motivate the change implementation approach in the organisation for the long run (Fischer *et al*., 2021). The slow process of the model also helps the manager to implement the change in an organising manner which can benefit the organisation.

Another practical change management model that helps the manager to adopt the change and benefit the organisation is Kotter's 8-step process. The process is a people-concerned theory that concentrates on creating motivation to make a sustainable and victorious change (Munzer et al., 2020). Kotter's 8-step process consists of 8 different stages such as generating a sense of urgency, building the change team, formulating the vision, communicating the vision, removing barriers to change, creating short-term victories, maintaining momentum and developing the new status in the organisation (Peak et al., 2019). The first stage refers to generating a sense of urgency which helps the management to prepare for the change on an urgent basis. The second stage of the model refers to creating the change team where the senior managers are involved in creating a dedicated team that will be involved in the process of implementing the change in an organisation. The third stage of this model refers to formulating the vision where the managers are dedicated to creating a vision to implement the change in an organisation. The fourth stage of the model refers to communicating the vision where the discussion for the vision of implementing the change in an organisation occurs between the managers and the change team. The fifth stage of the model refers to detaching hurdles to change which are dedicated to making a smooth path for the implementation process of the change in the management of an organisation.

The sixth stage of Kotter's 8-process model refers to creating short-term victories which are dedicated to the slow process of the adaptability of change in an organisation. Implementing change in an organisation is a gradual process that comes with the proper effectiveness of the management and support from the employees. The seventh stage of the model refers to maintaining impulse where the management is required to keep the motivation for the change alive in the organisation. The eighth stage of the model refers to developing a new status in the organisation which is the last stage of Kotter's 8-step process model. Kotter's 8-step process change management model is beneficial for managers as it is an easy process to go after (Akram et al., 2018). It is also beneficial for managers as it has a powerful concentration on employee communication and discussion. The model follows with successful supporting information to help the managers in developing the change in the respective organisation (Walpola et al., 2021). Both Lewin's change management model and Kotter's 8-step process change management are very effective when it comes to the implementation process of the change in an organisation. However, Kotter's 8-step process is comparatively more inflexible than Lewin's change management model as it comes with following the steps which can be time-consuming in implementing the change in the organisation. The two theories that have been taken into consideration for representing a contrasting idea about the change

management process have explored the essence of how change is the most important thing that can ever be thought about any other object.

References

Brock, J., Peak, K. and Bunch, P., 2019. Intuitively leading change: completing a kinesiology department-to-school transformation using kotter's 8-stage change model. *J Physl Educ*, *6*, pp.14-24.

Haas, M.R., Munzer, B.W., Santen, S.A., Hopson, L.R., Haas, N.L., Overbeek, D., Peterson, W.J., Cranford, J.A. and Huang, R.D., 2020. # DidacticsRevolution: Applying Kotter's 8-Step Change Management Model to Residency Didactics. *Western Journal of Emergency Medicine*, *21*(1), p.65.

Hamdo, S.S., 2021. Change Management Models: A Comparative Review. *Unpublished PhD thesis. Istanbul: Istanbul Okan University*.

Harrison, R., Fischer, S., Walpola, R.L., Chauhan, A., Babalola, T., Mears, S. and Le-Dao, H., 2021. Where do models for change management, improvement and implementation meet? A systematic review of the applications of change management models in healthcare. *Journal of healthcare leadership*, pp.85-108.

Hussain, S.T., Lei, S., Akram, T., Haider, M.J., Hussain, S.H. and Ali, M., 2018. Kurt Lewin's change model: A critical review of the role of leadership and employee involvement in organizational change. *Journal of Innovation & Knowledge*, *3*(3), pp.123-127.

imd.org (2023) *Everything you need to know about change management in 2023*, *IMD business school for management and leadership courses*. Available at: https://www.imd.org/reflections/change-management/#:~:text=Some%20of%20these%20benefits%20include,a%20more%20positive%20work%20environment. (Accessed: April 24, 2023).

iso.org (2021) *Drivers of change*, *ISO*. Available at: https://www.iso.org/strategy2030/drivers-of-change.html (Accessed: April 24, 2023).

Jisc.ac.uk (2023) *Types of change*, *Jisc*. Available at: https://www.jisc.ac.uk/guides/change-management/-types-of-change (Accessed: April 24, 2023).

UKS31501

10	tagfarbe.icu Internet Source	<1 %
11	flex.flinders.edu.au Internet Source	<1 %
12	www.bombessays.com Internet Source	<1 %
13	doi.org Internet Source	<1 %
14	link.springer.com Internet Source	<1 %
15	sites.psu.edu Internet Source	<1 %
16	uir.unisa.ac.za Internet Source	<1 %
17	wiredspace.wits.ac.za Internet Source	<1 %
18	www.termpaperwarehouse.com Internet Source	<1 %
19	Alireza Javanmardi Kashan, Janine Lay, Anna Wiewiora, Lisa Bradley. "The innovation process in mining: Integrating insights from innovation and change management", Resources Policy, 2022 Publication	<1 %

20 Gottwald, Mary, Lansdown, Gail. "Ebook: Clinical Governance: Improving the quality of healthcare for patients and service users", Ebook: Clinical Governance: Improving the quality of healthcare for patients and service users, 2021
Publication

<1 %

Exclude quotes   On   Exclude matches   Off
Exclude bibliography   On