

# SEP\_AIN3061

*by* Student Help

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## **LEADERSHIP AND CHANGE**

### **Executive Summary**

The study shed light on the identification of the recent change procedure that occurred in the working situation in "BBC Worldwide". This section has described the intervention for instigating a positive working approach as per the articulation mentioned in the case study. The report has highlighted the appraising of the approaches taken by the organisation for managing the change process. Recommendations for maintaining change in the learning process while appraising the effectiveness in the future have been highlighted in this report. Own leadership skills and approaches have been highlighted in this context. The report has also analysed the current leadership skill set. The report has also identified the areas of development. The report has evaluated the effective contingency of individuals as team members. This report has shed light on exploring the overall change process within the business structure of BBC Worldwide.

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## Part 1 – Case study analysis

### *Defining the background associated with the change process*

“BBC Worldwide” mainly focused on creating appropriate news content for its consumers in terms of gaining a competitive advantage positively. Based on the case study, new entrants in the content creation sector turned out to be a major issue for BBC Worldwide in the context of acquiring more customers due to high competition. Consequently, BBC Worldwide attempted to adopt new strategies for creating attractive content by introducing a “**structural transformation**” in order to maintain a higher market position by retaining more consumers (Bbc.com, 2012). Accordingly, the decision of bringing a change within its existing internal infrastructure can be advantageous for this organisation in the context of reaching more consumers within a short time and further gaining a competitive advantage positively. In turn, BBC Worldwide aimed at introducing a change in terms of **transforming from divisional to “geographic lines of management”** for reaching a vast audience within the content creation sector (Bbc.com, 2012). Thus, it can be stated that this selected company seems to have initiated to change its overall operational and business structure in order to suppress its competitors and further conserve a high market position for a long-term tenure.

Furthermore, BBC attempted to expand its approach to reach more target customers in various international locations in order to successfully increase its profitability by changing its business infrastructure from divisional to geographic dimensions. Accordingly, BBC Worldwide aimed at structuring around geographic locations such as the UK, North America, Australia and New Zealand rather than focusing on business areas like channels, content and production (Bbc.com, 2012). Moreover, the chosen organisation targeted to expand its business operations from local markets to the global market in order to suppress its competitors by maximising profitability by transforming its business structure effectively. The newly introduced business model turned out to be challenging for the employees of BBC Worldwide (Bbc.com, 2012). Consequently, the organisational leader of BBC, Tim Davie exhibited effective leadership skills in terms of communicating a clear strategy towards the employees for explaining the new change effectively (Bbc.com, 2012). Based on the case study, Tim Davie carried out “**Pulse staff surveys**” in order to monitor the behavioural approaches of employees in terms of understanding the transformed business model. Additionally, the HR leaders of the organisation also arranged a workshop to explain the long-term objectives of the changed internal model to the employees. Hence, the leaders of

BBC Worldwide enhanced the overall business performance of the company by entering the global market through the transformation of its enterprise structure.

***Appraising the approaches taken by the organisation for managing the change process***

***Facilitation of “virtual worldwide GLT conference”***

The change process in an organisation can be maintained in an effective way in order to ensure the business contingencies in the competitive environment. As per the views of Newman and Ford (2021), conducting conferences and meetings for managing the change process can be effective for ensuring the business procedures with proper communication methods. "BBC Worldwide" has regulated their GLT conference in the change procedure to ensure the cultural orientation (case study). The cultural change in the organisation has been maintained by encountering the concerns related to failing and accountability. “BBC Worldwide” is aiming to make a history by summarising the cultural orientation and ensuring the contingency of workshops worldwide. As per the comments of Yan et al., (2020), the cultural ambition can be set for a company in terms of dealing with the role of managers for employee well-being. Cultural ambition has been modified for the company while listening to the thoughts of the organisation.

***Ensuring premium content to audiences***

The premium content for the audiences can be derived in order to ensure the accountability of the change management process. As per the opinion of Obrenovic et al., (2020), the premium business functions can be maintained for the managers while maintaining financial contingency for the cultural change. "BBC Worldwide" has maintained the changes in organisational structure for the cultural management in the company. The premium nature of the contents has the capability to maintain the attraction of audiences in order to ensure financial management. As per the case study, the company has facilitated a "really strong and really tight" workforce culture for managing the stipulated outcomes. According to the comments of Ahuja et al., (2019), the influence of managers is important for delivering effective results around the changing business culture. The company has presented a video for displaying premium content to audiences. This premium nature of the presentation can be facilitated in an effective manner which can attract the audiences and enhance their understanding ability.

***Involving leaders to identify the required changes***

The company has ensured the involvement of leaders to maintain structural change in their business procedure. "BBC Worldwide" has regulated their venture capital with the help of

joint ventures in the time of US operations. As per the views of Tien and Thuan (2019), venture capital can be maintained in order to ensure financial management for the operational process. The company has regulated 11 broad themes in their structural change to regulate personal accountability and the silo working procedure (case study). The tools and resources which are fit for maintaining effective purpose can ensure simplicity while improving respect and trust. Team success can be maintained to celebrate the connection with content for working together in London and other regions (case study). The group discussion for GLT has been facilitated to demonstrate the leadership in teams in "interactive voting system". As per the opinion of Ahuja et al., (2019), improvement of motivation can be effective for maintaining success in business practice which can improve the recognition of team members while enabling a change. However, WEx has regulated minimum development in BBC to ensure higher development of standards while ensuring effective offering to competitors.

***Critically reflecting on the recent change procedure that occurred in the working situation***

The Case Study has articulated the recent change in which "BBC Worldwide" has intervened to undertake a structural reorganisation. The strategies bestowed upon the stakeholders of the case organisation have been considered for ***reconfiguring the existing organisational structure*** ranging from divisional to geographic lines of management (Case Study). The employees of "BBC Worldwide" have ***amended the distribution mechanisms across four geographical regions***. The respective regions ***are the UK, North America, Australia and New Zealand*** (Case Study). This signifies that the organisation intends to redesign its areas of business which include the distribution of ***"consumer products", distribution channels and respective commodities for production***. Based on the views of Oreg and Berson (2019), an organisation intends to enhance the growth of the business, which could attract a large scale of customers. Therefore the strategy to ***adopt a new Business Model*** can be instrumental in reducing unprecedented redundancies and disruption which could impact the work function of the staff.

The intervention associated with the restructuring of the organisational framework aided by the ***"Global Leadership Team (GLT)"***, is concerned with ***re-architecting the overall supervision*** of the case organisation. As per the views of Närvänen *et al.* (2019), an organisational intention towards developing the skills associated with leadership has been considered an indispensable aspect for accelerating the growth of the business. In this context, the organisation has undertaken the ***recruitment of new candidates*** for ushering betterment of their career and the organisation itself for addressing the competitive challenges which are subject to occur in the corresponding environment (Case Study). The changes in

the transformation of the work structure can thus play a major role towards offering the employees a distinctive culture and ecology and generating bespoke global performance. In this context, "BBC Worldwide" has gathered *team members and respective stakeholders* for developing an *adequate reputation* in the community as well as among the new talents (Case Study). On the other hand, the case organisation had undertaken to "*deliver sustainable financial returns*" and generate strategies which can drive an impetus in transforming the organisation aspect into a "*world-class media company*".

"Tim Davie", the "director general" of "BBC Worldwide" has witnessed the development of communication tactics which can usher an *intelligible plan of action* instrumental for "*building global brands*", "*delivering digital innovation*" and "*investing in content*" (Case Study). On the other hand, the DG of the case organisation has laid stress on generating the clarification of the corresponding approaches which can conduct a *detailed survey of the staff* for energising their intellect in generating bespoke outcomes (Case Study). The intervention thus acknowledged can be significant towards gaining a clear insight into consolidating the foundational pillars of the organisation for ushering success. In this regard, corresponding plans of action have been undertaken for fostering the *clarification of unprecedented organisational hindrances* faced by their employees. On the other hand, the *determination of the possible marketing ambiguities* which are subject to generate gloom is required to be addressed accordingly (Case Study). Therefore, articulating an intelligible strategy, which would *generate fair treatment* and uphold *effective communication*, can be instrumental in shedding light on the intellect of the employees. This approach can play a significant role in consolidating the organisational framework and drive an impetus to gain a competitive advantage in the global market.

"BBC Worldwide" had undertaken potential steps towards *developing the cultural aspects* since FY 2014. The case organisation has visualised the development of the culture which can generate effective communication among the associated team members for generating adequate "*consensus*" and work output. *August 2014* witnessed the development of the case organisation which empowered the employees to mandate "*culture plans in practice*" (Case Study). This development has shed light on satisfying the requirements of the customers. On the other hand, this strategy has been instrumental in addressing unprecedented risks smartly. Moreover, *Kirstin Furber*, the "people director" has ensured that the *three members of WEx* have been significant in *appraising adequate cultural values* which could be useful for accelerating the growth of culture and driving an impetus towards the promotion of a better organisational ambience.



***Recommendations for maintaining change in the learning process while appraising the effectiveness in the future***

***Recommendation 1: Establishing the business standards with the structural change***

The business standards for cultural change have been maintained in order to integrate effective learning procedures which can appraise the effectiveness of businesses in future. As stated by Alsharari (2020), the appraisal for change is effective for restructuring business standards with organisational accountability. The members of the company can be asked to formulate their business themes for providing solutions in restructuring the procedure of business standards. The facilitation of an "interactive voting system" is effective for maintaining financial contingencies while focusing on the demand-based cultural orientation. Development in business standards can regulate competitive advantage for the company.

***Recommendation 2: Ensuring the communication management procedure while appraising the effectiveness of changing business culture***

Communication management can be maintained to enhance competency in changing business culture. The productiveness of a company can be managed by the facilitation of effective communication channels (Alharthi et al., 2021). Communication management can be done by managers for enhancing compatibility while dealing with the changes in business structure. Clearly communicated and well-organised culture can ensure the management of business culture while appraising the effectiveness of structural change in the organisation. Leaders of the company can maintain their communication with the team members who are working at the ground level to maintain clarity of organisational purposes.

***Recommendation 3: Enhancing the learning capabilities of employees through providing training while maintaining structural change***

The learning capabilities of employees and team members can be enhanced by providing effective training under professional experts. As per the views of Aldianto et al., (2021), effective learning capabilities can ensure business contingency while promoting the business culture with structural change. The company can use the financial resources from joint ventures to enhance the financial contingency in the training facilities. Professional experts can ensure the utilisation of modern technologies in order to formulate the business options of reconfiguring the existing organisational objectives. Adoption of a new business model with effective training facilities can be beneficial for dealing with detrimental situations.

***Recommendation 4: Holding brainstorming sessions for relieving the grievances of the employees***

The conduction of brainstorming sessions can be instrumental in generating bespoke strategies and concepts which could help in developing the services rendered by the case organisation. As opined by Lesch and McCambridge (2021), brainstorming sessions play a key role in improving the trivial working methods in an organisation and help to adopt innovative strategies. This approach can play a significant role in gaining a competitive advantage in the future. On the other hand, based on the views of Ponting (2020), the conduction of brainstorming sessions can be indispensable in developing a potential team. The deployment of this strategy can drive an impetus to address unprecedented redundancies and disruption.

***Recommendation 5: Collaborating with potential stakeholders for developing the cultural ambience of "BBC Worldwide"***

The strategy to collaborate with potential stakeholders can play a significant role in obtaining strategic assistance along with innovative cultural support. As commented by Asbari *et al.* (2021), stakeholder has been instrumental in providing strategies which can usher significant alteration within the organisational structure for sustaining betterment. In this context, the employees can undertake ethical ways of rendering better outcomes. As opined by Yue *et al.* (2019), the development of the cultural ambience has the potential to change the perception of the employees in appreciating a positive work balance. In this context, the case organisation can generate a stable working scenario, where fair treatment and dignity can be disseminated among all.

**Part 2 – Case study analysis**

***Critically reflecting on the own leadership skills and approaches***

***Outlining current leadership skill set***

The current leadership skill set of an individual can be derived in the context of solving the issues associated with a company. As per the views of Morris (2020), “*Kolb's reflective model*” deals with the experimental learning process which can be reviewed, evaluated and analysed in a systematic way. I have “*concrete experience*” in operating EI (Emotional Intelligence) in the right time and right purpose. The rational reactions of different team members can be analysed in the context of understanding the emotions effectively (Kang, Hong and Hubbard, 2020). I have the “*Charismatic leadership skill*” which is used to solve problems, as well as conflict situations which is effective for obtaining the trust of correctness. Problems among the managers due to the utilisation of modern technologies such

as AI (Artificial Intelligence) and IoT (Internet of Things) have been solved by me through providing training. Thus, I have the skill of ensuring training procedures and solving the problems associated with the utilisation of modern technologies. I have the effective presentation skill which can be ensured for presenting concepts and different business perspectives. The skill of “*active experimentation*” can be ensured for maintaining the utilisation of new concepts or theoretical perspectives (Ganira and Odundo, 2023). I have experimented with different projects among the team members to ensure their skill up nature.

#### ***Identifying and justifying the areas of development***

The areas of development can be explained in the context of enhancing effective leadership skills. According to the views of Shahzad et al., (2021), skills can be improved to ensure effective collaboration in organisational procedures which can be managed for deploying the organisational resources. I can improve my *problem-solving skills* for maintaining the business culture and formulate a conflict-free workforce. I have *the lack of capacity to motivate* the team members while there is a high pressure of work. The *skill of enhancing motivation* in the workforce can be considered while focusing on the areas of development (Parker and Grote, 2022). I can also *focus on my multitasking skills* which are required to enhance my adaptability. The activities related to change management can be managed by me through enabling effective schedules which can support in maintaining financial development. *Lacking the skill of knowledge development* can hinder the organisational process while ensuring a change process (Syed et al., 2020). It is an area of development in my skill set in terms of regulating the change management process.

#### ***Recommendation on PLD (Personal Leadership Development)***

<b><i>Serial number</i></b>	<b><i>Recommendation</i></b>	<b><i>Factors needed to be addressed</i></b>	<b><i>Time-bound</i></b>
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1.	Determination of the root cause of the issues	<ul style="list-style-type: none"> <li>• Investigation into the current working mechanism and respective outcomes</li> <li>• Comparison with the problem-solving ability acknowledged by competitors including partners</li> </ul>	2 Months
2.	Provision group discussions regarding imparting motivation	<ul style="list-style-type: none"> <li>• Encouraging myself regarding the provision of multiple strategies for generating bespoke outcomes</li> <li>• Provision of strategies for availing positive feedback</li> <li>• Disseminating the awareness regarding the appraisal of critical steps instrumental for fostering ease among myself</li> </ul>	3 Months
3.	Identification of online resources for enhancing organisational knowledge	<ul style="list-style-type: none"> <li>• Provisions of flexibility through training myself using a virtual learning process</li> <li>• Empowering myself to control my learning potential in rendering the respective work outcomes</li> </ul>	4 Months

**Table 2.1: Recommendations for PLD (Personal Leadership Development)**

(Source: “Created by Author”)

***Analysis***

The articulation of the aforementioned tabulation has appraised the recommendation which can be undertaken for acknowledging personal development. As per the views of Farahnak *et al.* (2020), the deployment of a full-proof plan can play a significant role for enhancing personal working tactics and generating satisfactory outcomes. In the context of the PLD framework, I need to determine the main issues by investigating the current working mechanism for rendering the respective outcomes. This strategy analyses the intervention that is to be acknowledged enhancing my problem-solving abilities when comparing my work with competitors including partners.

The strategy of participating in group discussions can be instrumental in inculcating motivation and encouraging myself. As commented by Mukaram *et al.* (2021), participating in group discussions can be instrumental in learning innovative strategies for generating bespoke outcomes. This undertaking can be useful for ushering in positive feedback which can motivate me to work even better. In addition, I need to appraise self-awareness regarding the conduction of critical steps instrumental for fostering ease in performing my work function. Based on the views of McGrath *et al.* (2019), appraising self-awareness can help in getting an idea of future ambiguities based on which effective strategies can be implemented for their redressal. On the other hand, it can be analysed from the above tabulation that the identification of online resources can generate an impetus in enhancing my organisational knowledge. In this regard, adequate flexibility can be achieved by training myself using a virtual learning process. Therefore, I can control my learning potential in rendering the respective work outcomes.

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