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Leadership and Change Assessment

Case Study Analysis

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Introduction

Change process and change management are critical concepts in organizational development. The change process refers to the series of steps taken by an organization to implement change successfully. Change management is the process of planning, controlling, and monitoring change in an organization. Effective change management ensures that employees are properly trained, involved, and supported throughout the process. HR issues in organizations during change can include resistance to change, lack of employee engagement, and communication breakdowns. HR professionals play a crucial role in managing these issues by fostering open communication, providing training and support, and ensuring that employees feel heard and valued. Sainsbury UK is a large retailer that has undergone significant change in recent years. In 2018, the company merged with Asda, which required a major restructuring effort. The company also faced challenges related to the COVID-19 pandemic, which required changes in operational procedures and an increased focus on e-commerce. Sainsbury's change management efforts have been focused on communication and engagement with employees, as well as investing in training and development to support the company's transformation. The company has also made efforts to support employee well-being, including mental health resources and flexible working arrangements. These efforts have helped to ensure that Sainsbury UK remains a strong and resilient organization in the face of ongoing change.

Part 1 – Case study analysis

"Outline the background to the change process"

Implementing change is essential within a workplace as it helps to tackle various issues faced by leaders and workers that may hinder their effectiveness and competency level. Implementing change is a continuous and dynamic development process that aims on improving performance of workers linking with objectives of the organisation. In the following study process of implementing changes within Sainsbury's will be accomplished which is currently facing various HRM and leadership issues that reduces the competitive advantage of the brand over competitors. Sainsbury's offered better opportunities to workers that helps to stimulate satisfaction of workers within the workplace but it faces various problems regarding managing health and safety of workers.

The HRM department of Sainsbury's has failed to provide a safe and secure workplace to workers where workers will feel more valued thus they will work more passionately (Masud and

Daud, 2019). Employees of Sainsbury's have revealed the fact during a survey that they have to pay for additional hours without getting any extra charges or incentives. According to workers of Sainsbury's they have complained to the senior management authority regarding the issue but they did not get any proper and permanent solutions. Employees of Sainsbury's did not get adequate leaves in accordance with company guidelines. Health and safety policies mentioned in the code of conduct of the company did not get proper attention (Liu *et al.*, 2019). Furthermore female workers did not get fair compensation in comparison to male workers which leads to workplace discrimination and conflict among workers. Many workers have to work for 11 to 12 hours a day without getting any additional payment that may lead to dissatisfaction among workers within the workplace. Moreover, Sainsbury's does not comply with safety measures within the business practices that are essential for assuring health and mental wellbeing of workers within the workplace (Liu *et al.*, 2019). Employees have to work in inappropriate workplace conditions that may impact on their behaviour and performance. Pregnant workers did not get paid during their maternity leaves. Furthermore, workers also did not get sick leaves, emergency leaves and other security benefits that had an adverse impact on credibility and brand image of the company.

The abovementioned HRM issues have a serious impact on effective performance and brand sustainability of Sainsbury's. Many workers have resigned from their job as they did not get proper benefits and opportunity and satisfaction by working in the company. According to workers the main reason for their resignation is difficulty to maintain proper balance between personal and professional life, lack of support from higher management and harsh working environment.

"Critically reviewing the Sainsbury's UK approach to the management of the change the process"

Overview

Change is an inevitable part of organizational life. To stay competitive and meet the evolving needs of the market, organizations need to adapt to the changing environment (Northouse, 2021). The procedure of preparing, assisting, and assisting people, groups, and organisations to successfully move from the present state to the intended state is known as change management. The purpose of this paper is to appraise and critically review the Sainsbury UK approach to

change management, specifically about HR issues, by applying behaviourist theory, contingency theory, cross-cultural theory, and transformational leadership.

Sainsbury UK Change Management Approach

Sainsbury UK is one of the largest retail chains in the United Kingdom. The company has undergone significant changes in the past few years to adapt to the changing retail landscape. In 2018, the company announced a three-year plan to save £500 million and improve efficiency. The plan involved restructuring the organization, cutting jobs, and reducing costs. The company also invested heavily in technology and online retail to compete with the likes of Amazon.

Behaviorist Theory

Behaviorist theory suggests that behaviour is a result of conditioning. Conditioning occurs when an individual's behaviour is reinforced or punished. In the context of change management, behaviorist theory suggests that employees need to be trained and conditioned to accept and adopt the changes (McCune Stein *et al*., 2020).

Sainsbury UK has implemented a behaviourist approach to change management by providing extensive training to employees. The company has developed a training program to help employees understand the changes and learn new skills. The training program includes classroom training, online training, and on-the-job training. The company has also provided incentives to employees who adopt the changes quickly. For example, employees who embrace new technology and online retail platforms are rewarded with bonuses and promotions.

Contingency Theory

According to the theory of contingent outcomes, there is no one best method to run an organisation. The circumstance and setting specifics will determine the best course of action. In the context of change management, contingency theory suggests that the approach to change should be tailored to the specific needs and characteristics of the organization (Benmirn and Agboolo., 2021).

Sainsbury UK has implemented a contingency approach to change management by tailoring the approach to the specific needs of the organization. The company has conducted extensive

research to understand the needs of its employees and customers. The research has helped the company develop a change management plan that is specific to the needs of Sainsbury UK.

Cross-Cultural Theory

Cross-cultural theory suggests that different cultures have different values, beliefs, and norms. In the context of change management, cross-cultural theory suggests that the approach to change should be tailored to the specific cultural context of the organization (Gardner *et al.*, 2021).

Sainsbury UK has implemented a cross-cultural approach to change management by taking into account the cultural context of the organization. The company has a diverse workforce, and it has taken steps to ensure that the changes are communicated effectively to all employees, regardless of their cultural background. The company has also taken steps to ensure that the changes are aligned with the values and beliefs of its employees and customers.

Transformational Leadership

A leadership approach known as transformational leadership encourages and inspires team members to reach their best potential. Transformational leadership in the framework of change management entails casting a clear future vision and motivating staff to work towards that vision. Sainsbury UK has implemented a transformational leadership approach to change management by providing a clear vision of the future and inspiring employees to work towards that vision. The company has communicated the changes clearly to employees and has provided a sense of purpose and direction. The company has also provided opportunities for employees to participate in the change process and contribute to the success of the organization.

Trait theory:

Trait theory suggests that effective leadership is determined by the personality traits and characteristics of an individual (Phillips and Klein, 2023). In accordance with this idea, successful leaders have a specific collection of innate traits. In the context of Sainsbury's UK, the organization has demonstrated effective leadership by appointing individuals with the necessary traits and characteristics to lead the organization through various changes.

For instance, in 2018, Sainsbury's appointed Martin Scicluna as its chairman. Scicluna has extensive experience in corporate governance and has held senior positions in various organizations. His appointment was a strategic move aimed at strengthening the company's board and ensuring effective governance. Similarly, in 2020, Sainsbury's appointed Simon Roberts as its CEO, following the departure of Mike Coupe. Roberts, who has previously worked for Boots and Marks & Spencer, has more than 30 years of expertise in the retail sector. His appointment was aimed at ensuring continuity and stability for the organization during a period of significant change.

Situational theory:

Situational theory states that the effectiveness of leadership depends on its environment. According to this theory, leaders must adapt their leadership style to the specific situation they are faced with. In the context of Sainsbury's UK, the organization has demonstrated its ability to adapt to changing situations by implementing various strategies to manage change effectively (Ershadi *et al.,* 2020).

For example, in 2020, Sainsbury's implemented a series of measures to manage the impact of the COVID-19 pandemic on its operations. These measures included increasing its online delivery capacity, introducing social distancing measures in stores, and implementing a range of safety measures to protect its staff and customers. These measures were a response to the specific situation the organization was faced with and demonstrated the organization's ability to adapt its operations to changing circumstances.

Great man theory:

Great man theory suggests that effective leadership is determined by the individual characteristics and qualities of a leader. According to this theory, great leaders possess a set of innate qualities that enable them to lead effectively. In the context of Sainsbury's UK, the organization has demonstrated effective leadership by appointing individuals with the necessary qualities to lead the organization through various changes (Harmon, 2019).

For example, Mike Coupe, the former CEO of Sainsbury's, demonstrated effective leadership during his tenure. Under his leadership, the organization implemented a range of measures to

improve its operations, including the introduction of a new store format and the acquisition of Argos. These measures were aimed at improving the customer experience and increasing the organization's competitiveness in the market. Coupe's leadership was instrumental in driving these changes and positioning the organization for future growth. Therefore, the Sainsbury UK approach to the management of change is characterized by effective leadership and the ability to adapt to changing situations. By applying Trait theory, situational theory, and great man theory, it is clear that the organization has demonstrated effective leadership by appointing individuals with the necessary traits and characteristics to lead the organization through various changes, adapting its operations to changing circumstances, and appointing great leaders who possess the necessary qualities to drive change. These approaches have enabled the organization to navigate various challenges and position itself for future growth and success.

"Produce a justified recommendation as to the lessons learned from the change process which will enable change to be more effectively planned in the future"

By evaluating the above process that Sainbury's used to incorporate change within the workplace I will suggest that the organization should use Kotter's change management model that may implement change step by step with focusing on future improvement. It is essential for the senior management authority of Sainsbury's to adopt a change management process for implementing change within the organisation aligning with policies and objectives of the organisation (Liu *et al.*, 2019). The management authority of Sainsbury's could use an eight step change management model that will promote changes within the organisation step by step with focusing on future sustainability. Leaders of Sainsbury's should understand the requirement of implementing change in specific areas of the organisation. Within Sainsbury's there is a main problem regarding maintaining the health and safety of workers within the workplace. Leaders of the company should encourage fluent communication among members thus they can easily share experience with each other. The leaders of Sainsbury's should adopt effective organisational policies in accordance with demographic shift, implementation of new technology and ensuring changes made within the market including with new regulations made by the government that has significant influence on effective business operation aiming on future sustainability (Diana *et al.*, 2021). Leaders of the organisation must have to identify potential issues workers are currently facing within the workplace thus they can implement effective strategies in proper way for tackling the issues.

Furthermore, after gaining in- depth insights regarding issues of employee management within the organisation leaders should outline strategies for implementing the changes and build a group with talented members for leading the changes and accomplish success for creating innovation within the workplace. Leaders should utilise their skills and expertise for managing and leading others for assuring successful achievement of goals of the organisation. Furthermore, leaders should implement changes based on clear and realistic vision and initiatives or strategies that may inspire workers to take appropriate actions and coordinate their actions with others to successfully accomplish the goals of the organisation (Vasilescu, 2019). Leaders must make effective vision that is imaginable, desirable, feasible, focused, transparable that can be modified at any time in accordance with the requirements of the organisation.

Creating effective vision may take long time and effort and leaders have to face difficulties but at the end effective vision will lead to direct workers towards future success. It is also essential that leaders should encourage extensive communication among workers regarding how changes could be implemented and how it will be advantageous for workers improvement. It is essential that the management authority of Sainsbury's should maintain two way communication that may support better interaction between different levels of the organisation (Masud and Daud, 2019). For implementing effective changes leaders have to identify and remove obstacles that may hinder effectiveness of successful implementation of changes within the workplace. Furthermore leaders should value and celebrate short term wins thus workers will feel more inspired and dedicated with their work. It is essential to sustain acceleration through hiring candidates who can easily cope up with changes made within the workplace and generate desired outcomes of the organisation (Masud and Daud, 2019). Finally it is essential to align the changes with company culture, policies and behaviour of workers for ensuring better employee satisfaction and engagement.

Part 2 – Case study analysis

Based on the above study Sainsbury's uses a transformational leadership style that creates vision and inspires individuals to thrive beyond required expectations for gaining better compatibility over other workers. The Sainsbury's management authority uses behavioural leadership approach in which individuals may perform in accordance with different needs of the organisation. Furthermore the management authority has also implemented cross-cultural theory that may help to maintain appropriate cultural diversity within the workplace for ensuring future

sustainability throughout the industry. It has adopted a transformational leadership approach which enables leaders and senior managers to maintain transparent communication among workers within the organisation. Through incorporating the transformational leadership approach the management authority of Sainsbury's offers opportunity to workers to participate and contribute in the change management process for accomplishing better future sustainability.

Furthermore, Sainsbury's has also adopted Trait theory that indicates leaders of the organisation have unique traits and experience that may help them for tackling various activities efficiently in any emergency situation. In accordance with the trait theory different traits of leaders stimulate the process of implementing changes within the organisation. Sainsbury's also uses situational leadership approaches that guide the organisation to sustain changes in accordance with any emergency situation that has occurred within the workplace. Furthermore the organisation also uses great man theory which demonstrates the aspects that inner quality and traits of individual leaders will enable them to lead and direct workers effectively. With incorporating the great man theory leaders can evaluate the sense of urgency for implementing changes by their own way thus they can sustain changes for tackling various challenges in the upcoming future.

In my opinion as the organisation is facing various issues regarding employee satisfaction and management therefore it should incorporate democratic leadership style by which employees will get better flexibility and opportunity to express their opinions regarding various aspects. Democratic leadership style enhances employee morality for tackling various activities within the workplace. It helps to build effective relationships among workers within the workplace through incorporating collaborative working environments that may support personal and professional skill and knowledge development of workers (Hilton *et al.*, 2021). In democratic leadership approaches participants get feedback from leaders that help them to understand their weaknesses that may hinder their effectiveness for enabling better success in future. Furthermore, for ensuring better management and leadership the organisation can implement transactional leadership through which employees can get clear insights regarding expectations and job responsibilities thus they can perform more efficiently (Saeed and Mughal, 2019). By incorporating transactional leadership leaders can make cost effective decisions thus the profitability of the business will increase (Hansen and Pihl-Thingvad, 2019). Furthermore due to implementation of transactional leadership employees will feel more inspired to compete and succeed in the competitive workplace context.

Conclusion

The above study is based on implementing change within a business practice for tackling major issues that the business is currently facing. Change management refers to the process of planning, controlling, and monitoring change within an organisation. Implementing change is essential as it helps to lead and direct individuals towards the goals of the organisation aligning with policies and regulations of the organisation. The above study has selected Sainsbury's that is currently facing various issues regarding employee management and satisfaction. It has demonstrated the process of implementing change within the workplace. Furthermore it has reflected on the approaches implemented by the organisation and suggests leadership approaches that can be followed by leaders for tackling various issues with suitable leadership strategies.

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