

# plag\_UKS31353

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## **Part 1\_Case study analysis**

### ***Introduction***

The change process in an organisation defines the adaptation of new strategies and ideas which help to improve the behaviour of an organisation. the change process in the organisation represents modification in employees, structure, design, and technology of the existing organisation and the changes are necessary and continuous to cope with the various aspect such as, customer needs, economic aspects, government regulations, technological upgradation and many more. The assignment is going to cultivate the change process which exists in Sainsbury's, and it provides a useful model and concept used in the study in terms of improving the change in the business. The study is also going to brief regarding the organisation's approach towards the management of the change process approached in the organisation and it is also going to educate regarding recommendations for future change practices. The recommendation analysis The change process with rules and techniques which are necessary to implement for supporting the use of the model towards leadership and Change management.

### ***Background to the change process***

Sainsbury's announces to incorporate of a major change towards its food packaging which helps in confirming the best before dates for fresh fruits and vegetables. The change process is been engaged by the organisation as it helps in the elimination of 17 million food products which are suspected to come under waste every year. This approach analysis through which reduction of wastage of food can be implemented in the organisation and also SDG (Sustainable Development Goals) can be met at the end of 2030. Furthermore, The organisation also engages in new technology which helps in improving customer experience and driving sales. The customers of Sainsbury's expect to receive quality products at fair prices and friendly services through offline and online platforms. Sainsbury's provides self-service checks out in the supermarket and provides a Nectar Loyalty program which continues to engage more competitive advantages towards the organisation. Technology upgradation is necessary to engage in the organisation as it helps in increasing competitive advantages and maintaining sustainability in the business expansion. The application of technology level helps in adopting the requirement necessary for the organisation change process and it helps in introducing new governance mechanisms (Janssen et al., 2020).

Characteristic	Retail sales in million GBP
2021/2022	29,463
2020/2021	28,617
2019/20	28,424
2018/19	28,466
2017/18	27,938
2016/17	25,824
2015/16	23,168
2014/15	23,443
2013/14	23,921
2012/13	23,303
2011/12	22,294
2010/11	21,102
2009/10	19,964

**Table 1: Growth rate of Sainsbury's sales after incorporation of changes process**

(Source: www.statista.com, 2023)

The appropriate models and theories which are helpful to appraise the need for change for the business can be implemented through the help of the “theory of change” and “Lewin Kurt Change Model”. The theory of change is a kind of model which elaborate according to the given intervention, expected for leading a specific development change, drawing on a casual analysis based on the evidence. It educates regarding the necessity of change management required in the organisation and it also assumes the risk factors associated with the change process. The theory of change generally helps in understanding the complete model which consists of various ideas and prospectus towards an activity which is generally required to change (Rolfe, 2019). The role of Lewin Kurt's Change model is to propose the path for incorporation of the change which is necessary for the organisation and it analyzes the path of activating the change through which the employees can able to accept the change and work in the changing environment.

***Illustrate the organisation's approach to the management of the change process***

A change agent is representing someone who is eligible to promote and enable the change which is going to happen in the organisation. The role of a change agent in the business is promoting and supporting new ways of doing something inside the organisation which

improvises the positivity of the change that is issued in the organisation respectively. Discussing the roles and responsibilities of a change agent is taking ownership of the team readiness, and proposing the champion change which benefits the employees in communicating the work under the project. The change agent also tends to promote open communication among the team and the team members (Alfes et al., 2019). It represents working with others in terms of identification of cultural factors and Organisation aspect which helps in the enhancement of team group cohesion.

In an organisation, it is necessary to understand the roles and responsibilities connected with change management, which directly inspires the employees to implement the change and proceed with the workflow accordingly. Under the role of change management support to the change manager is necessary through proposing a proper planning system. Communication guidelines with appropriate stakeholders are also a part of my role and responsibilities. Proposing cross-department facilities which can collaborate under the necessary implementation of change in the organisation. evaluation and improvement discussion towards the change management process which is activated in the organisation is necessary to understand. performance reporting is necessary to implement through which the change can progress.

It is necessary to engage proper strategies through which effective management of the organisation changed by the change agent and change management can avail. Incorporation of the Lewin Kurt change model provides proper education to the workflow in terms of the activity of the change process. The change model included three steps unfreezing, changing and refreezing. The initiation of the change is going to implement in the initial stage and it is created awareness among the employees where the current level of acceptance ability is going to happen and the old behaviour is going to change. The case study of Sainsbury's Included the removal of old packaging and new re-packaging system initiated and engagement of technology changes which is necessary in terms of gathering competitive advantages. The changing phase educates regarding the transitioning or moving in terms of implementing the change and the change became real due to provoking it in the organisation (Autenrieth & Costa, 2023). However, refreezing is the final stage of the change model where a reinforcement act is generated where stabilization and solidification of a new state of change is necessary to implement by every employee working in the organisation and the role of the leader is to inspect whether the change is activated in the organisation.



**Figure 1: Lewin Kurt Change Model diagram**

(Source: Burnes, 2020)

The strategies which are necessary to engage indicate the role of the change agent and Change management is educating the employees regarding the changes. However the role of change management is privatisation of the people of the organisation which provide sustainable momentum through which the organisation can run effectively. The role of the leaders can avail to make changes easier by engaging the employees with the change and proper proactive communication helps to create a desire for change throughout the workforce. Active leadership is the path to change initiative and gaining success. The impact of active leadership helps to understand the change and mitigate the issues respective to the initiation of the chain in the organisation.

Appropriate leadership is a significant role which helps to increase awareness and allows communication in terms of accessing proper needs and expectations and improving the productive relationship among the employees and the organisation. To establish the change process it is necessary to improvise supportive leadership aspects which help in creating proper relationships and bonding essential for tenants of supportive leadership. understand the need of the employee and communicate with the higher authorities through which proper support can enrich the employees to focus on the change process. There is the presence of various appropriate leadership models of them:

#### **Behavioural Theory**

The behavioural leadership theory helps in focusing on the behaviour of the leader and provides the traits which are copied by other leaders. This theory provides the path to gaining success which is best on the ability of environmental factors. It works as a tool for achieving abilities of performance and development (Purwanto et al., 2021).

#### **Transformational Model**

Transformation leadership Theory is a kind of theory where the leaders work with the team and shows intimate self-interest in the identification of the changes which are necessary and provide creating a vision to influence the guidance and motivation respectively. Adaptation of transformation a leadership Theory helps to achieve enterprise objectives and provide proper practices which are based on the changes included in the organisation (Reza, 2019).

The behavioural theory and transformation model theory helps to support the role of the leader in terms of appraisals and also influence the change process approaches in the organisation. These model helps the change management to approach with the necessary steps and strategies which helps to formulate and get the attention of the consumer for the expansion of the business.

### ***Recommendation for future change practice***

In the study, Sainsbury's approaches to the changes were innovative packaging and new technologies are approaching in the organisation. The changes applicable through which sustainable development goals can be maintained and reduction of food wastage can be authorised in the organisation. Incorporation of new technology is also a part of the change process where it helps to increase the customer experience and also gain competitive advantages. Engaging the change process is incorporated with various risk factors, it is recommended that the leader should improvise proper monitoring and managing risk system towards change management. The employees resist the change process due to the rich factors with the new policies and products. Hence, the role of the leader is to provide proper education to the Employees and provide proper training through which risk factors can be reduced and the employees can deal with the risk directly. It is necessary to create a proper road map which helps to identify the scope and objectives of the change and respectively provide resources and help individuals to execute as per planning. The road map also provides a proper budget through which successful roles can be accessible (Cotrino et al., 2020). The outline of the approach with a road map helps to process clear steps with measurable targets in the process to evaluate the plan for measuring progress and access after the application of the change process in the organisation.

To support the use of an appropriate model of leadership and chain management it is necessary to engage **Kotter's change management model** and ADKAR's **change management model**.

#### **Kotter's change management model**

Kotter's **Change management model** is approached with steps which provide a clear description and educate the entire process of engaging the changes which can be relatively easier to implement in the organisation.

- **Increasing urgency** is creating the sense that employees can be motivated and engage in the process

- ***Building the team*** determines the right skill person in the team who take responsibility for driving the change in the organisation
- ***Getting the correct vision*** helps to improvise the strategy and the creativity of the employees, project objectives and emotions
- ***Communicative*** must be included with transparency and frequent through which people can implement the change
- ***Getting things moving*** can support the block it and collect the feedback with helps to provide a constructive way
- ***Focusing on the short term goals*** helps to recognise the small achievement which directly motivates the employees
- ***In corporate changes*** is a part of the change in the workplace culture where employees are reverted for adaptation of new behaviour
- ***Don't give up*** is one of the mottoes which process change management with proper motivation.

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#### **ADKAR change management model**

The ADKAR Change model is used by the change managers which helps to identify the challenges and gaps in the process and through providing proper training to the employees the change can be implemented in the organisation. It is a part of the strategy which are engaging for behavioural change in the organisation (Houben et al., 2020).

- ***Awareness*** is necessary for improvising the change
- ***Desire*** is one of the major aspects through which the change can be implemented among the employees
- ***Knowledge*** is necessary to provide by the higher authorities to the Employees through which the change can be implemented and the process to drive the change
- ***Ability*** helps in engaging the change under regular basis
- ***Reinforcement*** has kept implementing on the process of change

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Kotter's change management model and ADKAR change management model helps in understanding the business-oriented goals which can be useful after the support of employees and it is easier to process the change in the organisation. The change models help in educating proper aspects to the employees and provide useful importance through a reward system and many more through which the employee can show importance to the change and the organisation can achieve success.

## ***Conclusion***

The assignment has educated Regarding the importance of the change process which is necessary to implement in the organisation through which competitive advantages and much more respect can achieve. The case study of Sainsbury's has been reported in the assignment where the different change process in the organisation is seen and the necessary step which is been taken by the organisation to engage the change are also reported. Information regarding change of theory and Kurt Lewin's change model was also implemented in the study and proper recommendation regarding the appropriate model of leadership is necessary to analyse the change process in an organisation.

## **Part 2\_Case study analysis**

### ***Reflection of own leadership skills***

According to my perspective, Leadership skills provides strength and abilities among individual member in terms of demonstrating guidance, procedure and many more aspects to the employees for achieving the common goal. I think I have leadership skills of open communication and showing empathy to the employees. Justification for achieving leadership skills can be reflected through the help of Gibb's reflective cycle framework. Engaging Gibb's reflective cycle helps to improve the writing reflection and provides a whole structure Framework for exploring the intentions (Adeani et al., 2020).

### **Description**

I have leadership skills in open communication and showing empathy the issues involving employees. However, it is not justified to have proper leadership approaches with these two skills however it is necessary to involve the skills such as strategic thinking, positivity and creativity, which are essential in an organisation in terms of various operations and changes. However, the area of development is necessary to develop on a daily basis through engaging in various education and updates for achieving success in leadership goals.

### **Feelings**

I feel sad about not having creativity and strategic thinking in me as my managers provided feedback to develop strategic thinking and creativity in me. However, open communication and empathy skills help me to get interact with the employees as a team and it is also helpful to work with the employees and understand the necessity. Communication skill is necessary to manage the team as it motivates them to work with the changes and gain progress in working.

### **Evaluation**



Development of the scale is necessary to introduce the everyday reading of proper books which helps to educate regarding the various necessary step which is required to work on for achieving a proper skill set on leadership approaches. Implementation of online courses helps in improving strategic thinking and creativity which is necessary as a part of the leadership approach in terms of managing the team and becoming a supportive leader.

### **Analysis**

Engaging the skill leadership Theory helps in defining effective leadership with necessary skills rather than personality traits. By the necessary leadership skills one can measure the performance level of the leadership according to the skill approaching and the leadership theory of skills allow one to increase the interest in becoming a leader and learning proper skills. Hence, the use of scale leadership theory helps in providing aspects for improving strategic thinking and creativity skills. The skill theory of leadership approaches is emerging with contingency theory (Uslu, 2019).

### **Conclusion**

From the necessary different approaches in Gibb's reflective cycle, It is learnt that there are various leadership skills which are necessary to gain in professional career expansion.

Communication skills and empathy is one of the effective skills however strategic thinking and creativity help in designing proper respect for project planning and also improvising the challenges faced by the employees while working.

### **Action Plan**

Dealing with the issue it is necessary to take steps to improvise the skill leadership Theory which helps to educate necessary steps for improving the skills and it developed accordingly. Approaching online courses for the development of leadership skills is helpful in practising the skills for professional career development.



**Figure 2: Gibb's Reflective Learning Cycle**

(Source: Harithuddin, 2021)

***Recommendation for future leadership skill Development***

**Development of plan**

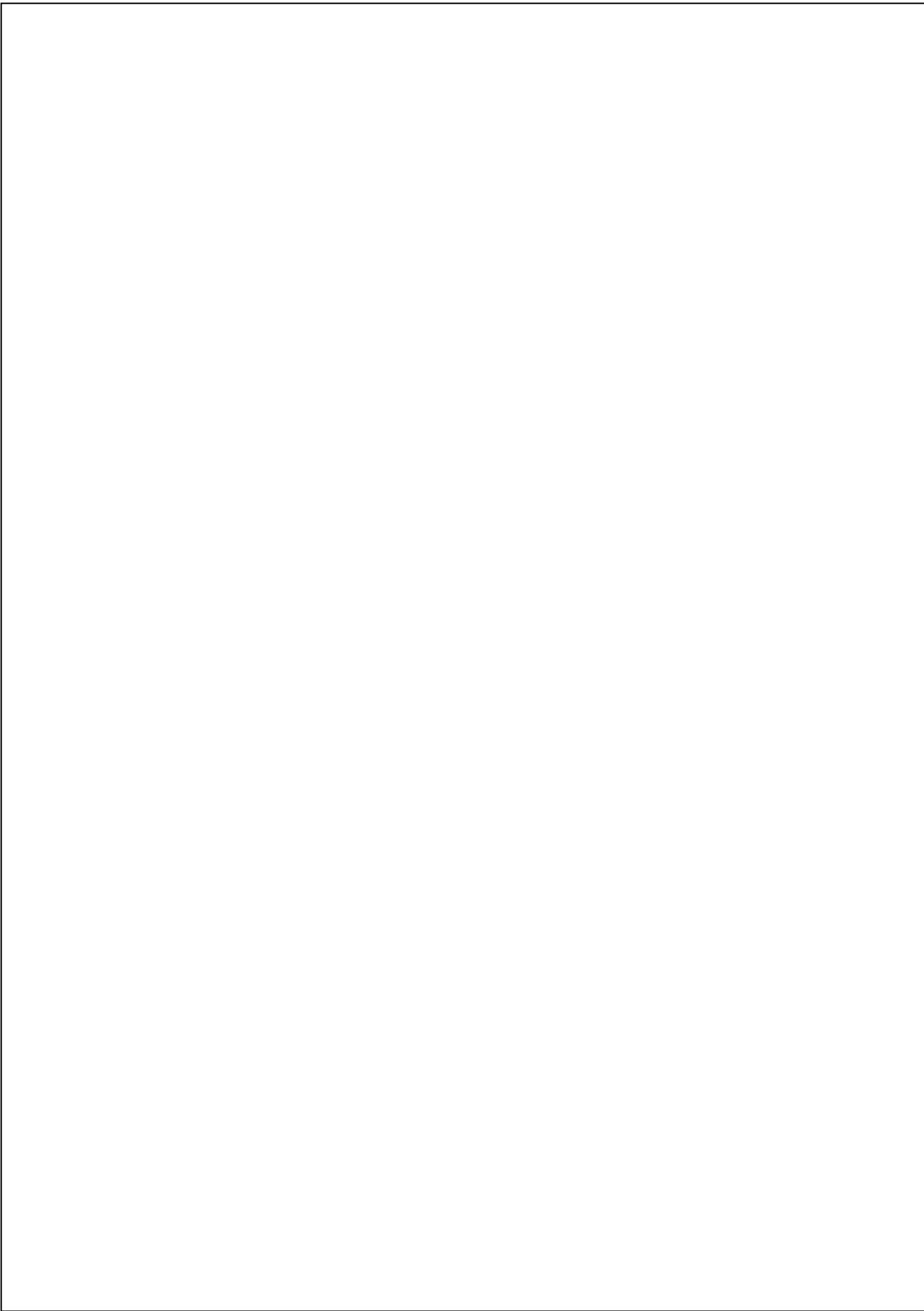
<i>Skill development</i>	<i>Measures taken</i>	<i>Resources</i>	<i>Time-table</i>

Strategic Thinking	<ul style="list-style-type: none"> <li>• Strategic thinking skill can be developed through commitment towards self-improvement and constant learning. experience from book and presentation help to achieve creative learning.</li> <li>• gathering feedback from the senior managers help to understand the strategic thinking skills development</li> </ul>	<ul style="list-style-type: none"> <li>• Online courses</li> <li>• Textbooks</li> <li>• Feedback from senior authorities</li> </ul>	2 weeks
Creativity	<ul style="list-style-type: none"> <li>• Providing proper time for creative thinking is necessary</li> <li>• necessary to learn the pitch of the ideas</li> <li>• Allowing the views to represent for solving any problems and providing approaches with innovative thinking</li> </ul>	<ul style="list-style-type: none"> <li>• Communication with others</li> <li>• Feedback from others</li> <li>• providing time for thinking innovative ideas</li> </ul>	3 weeks

**Table 2: Development Planning for improving skills**

(Source: Self-created)

Necessity of continuous development in the leadership skills help to approach gaining objectives of the organisation. it is recommended to use the Katz skill theory which helps in providing the leaders with certain technical skills for assistance and optimisation of managerial performances. The theory defines that the skill is necessary for the leaders for accomplishing the issues at providing effective leadership basis which is dependable on 3 basic personal skills are conceptual, human and technical (Purohit, 2023).



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