ASSIGNMENT

(CHANGE MANAGEMENT OF UBER)

**Table of Contents**

[Part 1 2](#_Toc132402343)

[Introduction 2](#_Toc132402344)

[Main body 2](#_Toc132402345)

[Background to the change process at UBER 2](#_Toc132402346)

[Appraisal of the CM process of UBER 4](#_Toc132402347)

[Recommendation for Uber based on the lessons learned from the change process 6](#_Toc132402348)

[Conclusion 7](#_Toc132402349)

[References 8](#_Toc132402350)

[Part 2 10](#_Toc132402351)

[Reflective Journal 10](#_Toc132402352)

[References 12](#_Toc132402353)

[Appendices 13](#_Toc132402354)

# Part 1

# Introduction

UBER is a multinational company that deals in transportation networks. The company operates across cities all around the world where it provides ride services through its mobile app which connects passengers with drivers. The app allows the users to request a ride and upon being accepted by the driver, the user gets the service in exchange for fares. This report discusses the reasons for implementing the organisational change process and makes use of various models to appraise the process. It critically reviews the approach of UBER in managing the change process and provides a recommendation for improving the change implementation process in the future.

# Main body

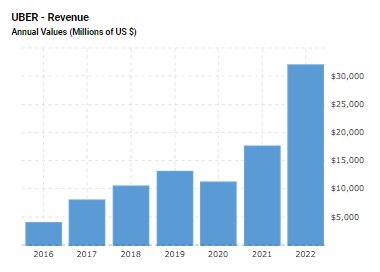
## Background to the change process at UBER

Just like any other organisation, Uber has undergone a number of changes over the years since its foundation in 2009 (Harrison *et al.*, 2020). One of the significant changes at Uber that have taken place in the recent past includes the implementation of a new team of leaders in order to address the issues faced by the organisation in terms of both its internal and external environment. The company hired Dara Khosrowshahi as the CEO of Uber in 2017 (KOGUT, 2019). The new leader applied a new leadership approach across the organisation. Khosrowshahi applied “servant leadership” and also implemented a change process in the organisation which focused on changing the organisation. The change process addressed several issues in the organisation which are as follows.

**Organisational culture:** Over the period of providing mobility services across countries all over the world, the company has received numerous complaints against sexual harassment. The company has faced numerous allegations of having a toxic culture in the organisation. These allegations include discrimination and harassment. According to Guardian.com, 20 employees of the company were fired after receiving complaints of sexual harassment against them. Susan Fowler, who worked with the company between 2015 and 2016 claimed that her manager behaved in an inappropriate manner (Guardian, 2023). The company has experienced several such cases which required immediate change implementation to address the issue and establish a positive workplace.

**Reputation:** The above situations tarnished the reputation of UBER. In addition to that, as per the reports of the New York Times, the company was found guilty of exposing the personal data of customers and drivers. These data basically included the email addresses and phone numbers of the individuals. As a result of this, the repetition of the company deteriorated even further in the market (Conger and Roose, 2022). Therefore, in order to address this external issue, Khosrowshahi implemented several policies which emphasised building trust with the customers of the company as well as its drivers. It was also an initiative that the company took to maintain transparency and take accountability for misconduct on the part of Uber.

**Financial performance:** Before Uber employed Khosrowshahi, the company had been undergoing severe issues with its finances as well as financial performance was also not going very well for the company. The company had been losing a lot of money due to its inefficient financial planning and others. Therefore, addressing the issue, Khosrowshahi put a lot of focus on the financial performance of the organisation and took major steps to cut down costs as well as improve the efficiency of operations of the organisation.



**Figure 1: Revenue collection of Uber over the years**

(Source: Macrotrend, 2023)

The above image shows that Uber has experienced a significant rise in its revenue collection under the leadership of Khosrowshahi (Hoffman *et al.*, 2021). He also incorporated safety regulations as well as necessitated the requirement of a driver's licence for all drivers working with the company. These regulatory changes increased the safety of the customers and the company mandated the training of all its employees in terms of sexual harassment which enables the company to reduce episodes of misconduct and engagement with unethical practices.

Khosrowshahi initiated a number of initiatives to bring about necessary changes in the organisation in order to improve customer satisfaction (Zulu and Khosrowshahi, 2021). This and the aforementioned changes in the organisation were brought about via *a combination of Lewin’s CM model and Kotter's change model.* The hiring of Khosrowshahi by Uber was a part of Lewin’s change model [Refer to Appendix 1]. The initiative was further aligned with 3 steps of Kotter's model which include communicating the vision across the organisation, empowering the employees to act in accordance with the vision focusing on short-term goals and then consolidating the small goals in order to bring about a greater change [Refer to Appendix 2].

## Appraisal of the CM process of UBER

The process of CM at Uber was carried on by the change agent. It also included different CM roles and techniques which enable organisations to bring about changes at Uber efficiently.

The role of the *change agent* at Uber was played by Khosrowshahi. He completely transformed the organisation and brought about successful changes in its operations which ultimately allowed the organisation to overcome the unpleasant situations caused by misconduct on the part of the employees as well as other stakeholders of the organisation. Khosrowshahi brought a new and fresh perspective to the organisation in terms of its business and operations. Under his leadership, the organisation was capable of voicing issues as Khosrowshahi emphasised transparency in the operations of the organisation as well as focused on collaborations and accountability (Beese *et al.*, 2022). This not only allowed the organisation to expand its business in the market but also encouraged employees and other stakeholders to take accountability for the action.

Internal stakeholders include project managers and individuals working as a part of CM. These individuals are also known as implementation champions as well as investors who contributed usually to the *Change Management roles*. The implementation of the CM initiative across the organisation was looked after by the project manager. The managers would guide their team members effectively to contribute to the change process actively. The implementation champions played the active role of change advocates and volunteered for several activities related to CM in the organisation. Furthermore, the investors provided the necessary resources in order to carry on the initiatives that were implemented in the organisation to overcome the organisation issues at Uber.

Additionally, in order for the successful implementation of the *CM techniques* in the organisation, the company applied several CM techniques. It made sure that all its employees were provided with communication training and ensured that the stakeholders of the organisation were included in the change process. The company organised several training programs and workshops to train its employees against sexual harassment and take responsible measures to communicate the ideology of establishing an organization that is free of discrimination (Turnbull, 2022). These training programs were essential in order for the employees in the organisation to adapt to the new policies and regulations. The company established a district policy against transparency in its services as well as maintenance of security systems in situations of a data breach. In addition to that, the company made efforts to include stakeholders in the change process. The company encouraged collaboration and closely worked with drivers and regulators in order to address the concerns of its consumers and other stakeholders.

As discussed above, Khosrowshahi implemented servant leadership throughout the organisation. According to this Theory of leadership, the leader is at the service of their followers. It basically implies that the leaders play an active role in the professional life of the employees and make efforts to empower them. The leader constantly pushes the employees in order to achieve their highest potential in the organisation (Setiawan *et al.*, 2020). This helps in creating a positive impact not only in the organisation but across society as a whole. According to the approach of leadership, instead of focusing on their own interest, the leader provides service to the consumers, employees and other stay holders of the organisation by prioritising the needs and well-being of the individuals associated with the organisation. One of the significant advantages of this leadership model is that it focuses on the empowerment of employees in order to create a positive culture in the organisation. The leader constantly promotes the needs of the employees as well as supports their goal of working in a positive organisation. This increases the collaboration of employees within the organisation as well as helps in creating a supportive environment for all its workers. This adds to the productivity as well as the satisfaction of the employees working at Uber.

It is due to the servant leadership model of the leader that he was capable of emphasizing with the team members and his subordinate. This enabled him to cater to the needs of the employees in the organisation. The leadership model enabled Khosrowshahi to foster active listening and dive deeper into the perspective of the employees which enabled him to understand the various situation at Uber from the perspective of the employees. This contributed to the development of an enterprise that is capable of constantly pushing the employees to identify better ways of working in the organisation. Its leads to the organisation and the employees employing innovative approaches in their activities as well as developing strict guidelines to deal with unethical activities within the organisation.

The leadership style of Khosrowshahi put a lot of emphasis on having a positive impact on society as a whole. Therefore, prioritising the demands of the consumers as well as its internal stakeholders including the employees working with the organisation, Uber has successfully promoted social responsibility as well as ethical responsibility in its business practices (Malik and Wahaj, 2019). The efficient leadership style employed by Khosrowshahi has enabled the company to build trust with its customers and has led to the development of a positive image of the organisation in the market.

As a result of this leadership approach, Khosrowshahi has been able to bring about positive change in the organisation. Focusing on empowering employees to create a positive culture in the organisation, Khosrowshahi has been able to successfully integrate a satisfactory and productive workplace.

## Recommendation for Uber based on the lessons learned from the change process

Change agents play an important role in the CM process. Therefore, employing transformational leadership within the organisation would help to align collaborative practices as well as stakeholder engagement in the organisation. The company can extend collaborative practices to the customers and regulatory bodies as well. This will ensure that the process is carried on successfully in the organisation. It can also involve establishing a clear and consistent plan of communication with the stakeholders. This will allow the company to regulate its organisational practices and business operations based on the feedback and updates gathered from the stakeholders. The stakeholders can also provide a clear picture of the trends in the market as well as the market condition in terms of its competitors (Varadarajan, 2020). This will allow the company to devise plans that will enable it to stay relevant in the market by using CM roles as well as building an organisation that is supportive of the change in the organisation.

One of the lessons gathered from the change practices of the organisation is the creation of a positive organisational culture. Uber can continue to make efforts in terms of developing a far more positive and supportive organisational culture. The company can provide training to its managers and educate them about effective leadership skills. This will enable the manager to handle their responsibility in a better way as well as help them to understand the importance of emphasising the employees at Uber and understanding their needs. This will allow the organisation to foster a positive environment which is capable of fulfilling its social responsibilities as well as its responsibilities toward its internal stakeholders. Establishing a positive environment will help in motivating the employees to put more hard work into their performance and also emphasise the importance of reducing the resistance to change in the organisation. As a result, Uber will have to make changes in the CM techniques with the support of its employees which will ultimately result in better performance of the organisation in the market. This will have a positive impact on the reputation as well as the value of the organisation ultimately attracting talented individuals to the organisation.

The leaders in the organisation can further emphasise incorporating the ADKAR CM model as this particular model of change is focused on providing necessary solutions based on individual concerns and issues (Sulistiyani *et al.*, 2020). This process emphasises the individual issues of customers, employees and other stakeholders and helps in developing effective solutions for the organisation. Uber can organise training programs for its employees as well as include the investors and other external stakeholders of the organisation throughout the change process. This will enable the company to build strong support which will contribute to the smooth facilitation of the change process. It will help in promoting clear communication about the processes that are going to be changed in the CM and the training process will help in developing skills required for the employees to adapt to the changes.

# Conclusion

CM is an important aspect of an organisation which drives it towards organisational success. It enables the organisation to make changes based on the requirements of the organisation to achieve its highest objectives. This report discusses the CM process of Uber and discusses the leadership style of the CEO of the company in detail. It critically evaluates and analyses the steps taken by Khosrowshahi in an attempt to find solutions to issues faced by the organisation over the years. It provides details of models and frameworks for CM and leadership and also provides recommendations for future practices of Uber.

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# Part 2

# Reflective Journal

**Description**

As a leader working at Balfour Beatty which is a construction company, I have always put a lot of emphasis on developing a clear vision in terms of the goals that my team members and I need to achieve together. I believe that I need to clearly communicate the vision for the team as a whole. This enables everyone involved in the team to have a purpose and approach the responsibilities based on a definite foundation and path (Cortellazzo *et al.*, 2019). These not only enable me to determine areas that I need to put more focus on as a leader but also help the members of the team to understand their strengths and weaknesses. These also enable them to work around it effectively. Another aspect of my leadership includes interpersonal skills in terms of my relationship with my team members.

**Feeling**

While performing leadership activities, I felt confident while setting up clear goals and visions for my team. In my leadership activities, I adopted a situational leadership style which allowed me to provide guidance to the team members based on the situation as well as behave with them accordingly (Walls, 2019). For example, while performing a task, I came to know that one of my team members was not feeling confident about their task. At that time I advised them to trust their intuition and told them that I had complete faith in them. They believed in their intuition and the end result was much better than expected. Therefore, it is because of this leadership style that I was capable of remaining flexible in my guidance and could allow them to trust their intuition instead of controlling the situation.

**Evaluation**

I have made use of the SMART goals framework to organise my leadership activities during a number of situations at the focus company. This has enabled me to create a sense of purpose for my team members as well as have a definite direction towards which the team as a whole can move forward in order to accomplish the predetermined objectives.

Additionally, I need to be a more productive and efficient leader who is capable of delivering tasks effectively by meeting strict deadlines. As this technique focuses on short intervals with regular breaks, it will save me from being overwhelmed with leadership activities and also motivate me to complete my task with other dedication at the same time. Setting up time for each work will help me to stay focused and minimise engagement with distracting activities.

**Analysis**

I feel that I am capable of developing strong interpersonal relationships with my team members through effective communication (Srivastava, 2020). Therefore, I have successfully identified that communication skills are one of my strong points which enables me to put forward my perspective without hurting the feelings of my team members. It is due to my communication skills that I have been capable of actively listening to their point of view which allows me to broaden my perspective on a number of tasks and activities.

**Conclusion**

I feel that in my leadership activities at the company, I sometimes lose track of time and as a result in certain situations I miss out on deadlines. Due to too much emphasis on details and flexibility, I lack behind in providing proper guidance to my team leader as well.

**Action plan**

In order to improve my time management skills I will make use of the *Pomodoro technique* which will allow me to divide my work into sections and assign 25 minutes to each section of my task (Kaesehagen, 2021). This will allow me to stay focused in my leadership activity and also help me organise my responsibilities in a much better way. This particular technique will enable me to have a few minutes break in between each section. It is very important to take a certain amount of rest in between tasks to maintain a level of my productivity.

As a result of this, my concentration will also improve which will not only help me in my role as a leader but also help me with performing multiple tasks in my professional career.

In addition to that, I will ask my team members for *feedback on my effectiveness* as a leader and my approach to leadership. This will allow me to identify areas where I need to put more effort as well as help me guide my team members in a much better way. It will help me make adjustments to my responsibilities and increase my guidance to them without being controlling of their activities. This will contribute to my team's performance as well as my individual performance as their leader.

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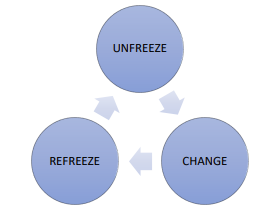
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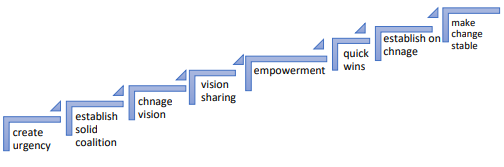
# Appendices

***1. The figure of Lewin’s Change Management Model***



(Source: Hamdo, 2021)

***2. Figure of Kotter's Change Management Model***



(Source: Hamdo, 2021)