



LEADERSHIP AND STRATEGIC CHANGE MANAGEMENT IN ORGANISATIONS

Dr. Michael Marttinson Boakye

Lecturer of the J.S. Addo School of Business, Marshalls University College, Ghana

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Abstract:

In today's dynamic and competitive business landscape, organisations constantly face the need for change in order to adapt and thrive. However, successfully implementing strategic change within an organisation requires effective leadership. Leadership plays a crucial role in guiding and inspiring individuals and teams towards a common vision, and it is through the application of strategic change management that leaders can navigate the complexities of transformational initiatives. This essay delves into the symbiotic relationship between leadership and strategic change management, exploring the key elements and strategies that top leaders employ to drive successful change within their organisations. Leadership is the cornerstone of any successful change initiative, as it provides the vision and direction needed to align the efforts of individuals towards a common goal. Effective leaders understand the need for change and possess the ability to articulate a compelling vision that resonates with their team members. Effective leadership and strategic change management are intertwined in the pursuit of successful organisational transformation. Through their visionary approach, leaders inspire and motivate individuals towards a common goal, while strategic change management provides the systematic framework for planning and implementing change initiatives. By involving employees, fostering a culture of innovation as well as building change-ready organisations, leaders create an environment that embraces good change and drives sustainability in business success. As businesses continue to navigate dynamic landscape, it is imperative for leaders to recognize the significance of their role in leading strategic change management and embrace it as an opportunity for growth and competitive advantage. Benefits of change, addressing concerns, and fostering a sense of urgency for the transformation process. By creating a shared vision and encouraging commitment, leaders empower individuals to embrace change and actively contribute towards its achievement. Strategic change management, on the other hand, is the systematic approach that leaders employ to plan, implement, and monitor change initiatives. It involves considering various factors such as the organisation's culture, structure, and external environment, to develop a well-defined strategy for change. This strategy outlines the goals, objectives, and methods for achieving the desired transformation. Moreover, it includes a comprehensive assessment of potential risks, challenges, and mitigation strategies to ensure a smooth running of business organisations.

Key Words: Change Theories, Leadership and Change Agents, Organisational Structure, and Leadership Influence, Characteristics and Attributes of Change Agents.

Introduction:

Change management helps business leaders to go through process of planning and implementing change successfully to achieve the targeted outcome. Change theories are applied to business operations in organisational management and that depends on the structure. Organisational structure groups human resources into different levels of responsibilities, power and position. Organisational structure helps business organisations to position employees with the right set of skills within a firm. Some popular organisational structures used by organisations include hierarchical structure, functional structure, horizontal structure, divisional structure, matrix structure, team-based structure and network organisational structure. Most organisations face challenges in change implementation. Organisations may face diverse challenges in the process of change implementation. Among the challenges are organisational politics, lack of support for need for change, communication of change to management and leadership, lack of prioritizing change, prejudice and lack of desire for greater impact. Measures however, can be put in place to enhance proper implementation of change. Implementation of change options demand measures to monitor and evaluate progress in such a manner to drive achievements. Evaluating progress is important because it helps business managers to learn how the change option is providing meaningful effects. The change option may be for the purpose of individual performance, organisational performance and change management performance.

Change Theories and the Relationship between Leadership and Change Agents:

Change theory shows theoretical and empirical grounded knowledge about how change occurs, for which it is used as a tool to help clearly express the basic assumptions of how change takes place (Reinholz and Andrews 2020). Change theories help business leaders to go through process of planning and implementing

change successfully to achieve the targeted outcome. Hick (2020) emphasizes that the application of change theory as tools help organisations to determine best steps to take to put change into effect; that is, it teaches business leaders best practices to use in a change project. The purpose of change theory is to assist the smooth transition of people, processes and resource to achieve business objectives. Some popular theories include core test change management theory; Lewins change management theory, McKinsey 7s Theory, Nudge theory, and ADKAR management theory, among others. Kotter's change theory helps to navigate change in businesses by highlighting on the sense of urgency for change and the reasons behind the change. Kotter's change theory gives eight key steps to follow in the change process. First of all, it creates sense of urgency then after build change team. The next stage is to create strategic vision and then communicate the vision to all stakeholders. The fifth stage is to identify roadblocks and put interventions to remove them. The sixth stage is to create short-term goals so the change can be achieved in steps. The last but one is to sustain acceleration or keep the momentum in the implementation process. Finally change is anchored in the corporate culture. Though Kotter's theory gives top-down approach to managing change it lacks feedback from stakeholders from each stage.

Another change theory is Lewins change management theory. This provides three simple steps which business men who use but are likely to rush through. The first stage is to unfreeze which has to do with deciding on what needs to change through the analysis of faults, what needs to be changed and communication of the need for change. The second step is change; where the actual change is implemented with continuous communication about the change and provision of support for those involved in the change process. Altadona (2022) indicates that the final stage which is freeze has to do with internalizing and institutionalizing the change creating a sense of stability to sustain the change and celebrating success. This stage must therefore develop a strategy to check in and make sure the change stays. This model therefore empowers employees, and also rewards them for active engagement in the change process are therefore are recommended for companies (Altadona, 2022).

McKinsey 7S Change Theory shows the need for coordination and the mappings of interconnected factors that impact business ability to change. This model helps change initiators to overlook important factors that may impact organisations. The 7S model consists strategy, structure, system share value, style, staff and skills. The strategy spelt out plans on how to complete and succeed in the marketplace with a good structure of business units and apartments. The systems cover processes and techniques to get job done with shared values of cooperate culture and work ethics. Style has to do with the leadership behaviour towards managing employees or staff with the right knowledge and skills set to achieve business objectives. Unlike Kotter's and Lewin's theory, McKinsey 7S theory according to Aktas (2021) helps to quickly diagnose and deal with root cause of problems involving all the seven part of an organisation which works together towards organisational objectives. The good thing is that, it helps to integrate the functional parts of the organisation. This model according to Altadona (2022) separates hard and soft change element as different department may oversee each element of the 7S however, it is less effective in guiding business leaders in change management process. Apart from the three-change theory expounded, business leaders may use myraid of change theories depending on knowledge, experience and objectives of change as well as the type and size of the organisation.

However, change in organisations are carried out by business managers and leaders who have first of all influence and positional power. Therefore, organisational leaders or managers are called upon to be agents of change. A change agent according to Sullivan (2012) is an individual who has both formal and informal legitimate and positional power to instruct, direct and promote change. This indicates that leaders are best people to initiate and lead change in organisations. It therefore requires the leader to have knowledge about processes, tools and techniques required to implement change. A leader can use influence, inspiration, legitimate and positional power to motivate change implementation, however a subordinate who can be a change agent is likely to have roadblocks in the process of restarting change activities. It is therefore relevant for leaders to be change agents with key skills of diagnosis and analysis.

Organisational Structure and Leadership Influence the Characteristics and Attributes of Change Agents:

Organisational structure is a well -arranged human resource within an organisation to achieve business objectives. Organisational structure indicates the roles and responsibilities of every member of an organisation so that work and information flow for the smooth functioning of the business organisation (Wallstreetmojo Editorial Team, 2022).

Organisational structure groups human resources into different levels of responsibilities, power and position. Organisational structure helps business organisations to position employee with the right set of skills within a firm. Some popular organisational structures used by organisations include hierarchical structure, functional structure, horizontal structure, divisional structure matrix structure, team-based structure and network organisational structure. The various organisational structures set up leadership levels in a firm which actually influences the attributes and characteristics of change agents.

Hierarchical organisational structure has a chain of command from top-down and each employee has a supervisor. This structure properly defines levels of authority and responsibilities though it can slow down important changes. Functional organisational structure separates department and these apartments are managed

dependently where the positions with the highest level of responsibility is at the top and goes down from there. This structure allows employees to focus on their roles though it impedes interdepartmental communication. Thirdly, horizontal structure fits organisations with few levels between upper management and staff level employees. This structure gives employee more responsibilities though employees do not have direct supervisors. Horizontal or flat structure promotes proximity between leadership and change agents therefore can ultimately influence change agent attributes. On the other hand, hierarchical structure may place leadership far from change agent and that may also have less impact on the attributes of change agents. Divisional structure puts firm's core business activities in two divisions where each division has total control over their own resources therefore operating as a company within a large company. The structure ensures flexibility and quick response to industry change though it can lead to duplicate resources. This structure can have high potential to influence change agent attributes in terms of resource capacity which is essential for the implementation of change. Again, because company is divisionalised, there exist homophily between leadership and change agents. Divisional structure promotes openness between leadership and change agent attributes (Williams 2022). Matrix organisational structure provides dual command situation and cross-functional team meant for special projects. It allows supervisors or leadership to choose individuals by need of a project though it is likely to result in conflict between department managers and project managers. The structure ensures closeness between leadership and subordinate and therefore it can influence change agent characteristics. In addition, because there is a direct linkage between subordinate and double oversight leadership it has potential to impact change agent positively for changing play meditation. Finally, Team based structure is used by firms to disrupt the traditional hierarchy with the aim on focusing more on problem solving, corporation and giving workers more control over their work. This structure increases productivity performance and transparency therefore can easily impact change agent characteristics. Because employees are grouped into teams it promotes homophily, linkage, empathy, proximity, openness and energy which are relevant ingredients for influencing change agents characteristics for strategic change implementation (Juneja, 2022). It is therefore crucial for organisations to adopt organisational structure that allows that to implement change smoothly.

The Challenges of Change and the Effectiveness of Change Agents:

Change is necessary in every organisation due to both internal and external business environment. Change allows organisational leadership to respond to situations in order to achieve better outcomes or results. Change may be faced with different challenges or resistance as it sets out to challenge the status quo. Change in organisations may look at process, technology, structure and strategies to meet internal and external pressures. Organisations may face diverse challenges in the process of change implementation. Among the challenges are organisational politics, lack of support for need for change, communication of change to management and leadership, lack of prioritizing change, prejudice and lack of desire for greater impact (Quain 2019).

Organisation politics can affect the effectiveness of change agent. Organisational politics is the self-interest and agenda of individuals in an organisation without caring about consequence on the objective to achieve the goals of a firm. When individuals become self-serving, they tend to fight any possible changes which tend to affect the effectiveness of change agents to implement those changes smoothly. Politics empowers individuals within a business organisation to influence tactics and activities that must benefit the entire organisation to individuals in the workplace. Meaning, organisational politics allows people and employees to misuse their power within the organisational set-up to the detriment of change implementation that could have driven the business organisations (Bhasin, 2021).

Change affects the effectiveness of change agents within an organisation. This stems from personal interest and benefit individuals joy from the status quo. Leadership or subordinates on the other hand may refuse to support the need for change and that may serve as a demotivating factor for change agent to continue their implementation of change. Again, communicating the need for change to leadership may come with some kind of dilemma if the need for change is from subordinate with no positional or legitimate power and influence. This indeed may affect the effectiveness level with which change agents carryout and implement change. If the need for change implementation comes from leadership; because of positional, legitimate and influence of leadership subordinates are likely to go along with the change implementation. In addition, the effectiveness of change agent is affected when there is lack of prioritization of change. If change is not seen as urgent by employees of a firm, the implementation will be greeted with slow pace or unfriendliness. The zeal to carry out change dwindles as other activities are given prominence. This according to Campbell (2021) may lead to management allocating or dedicating enough budget and resources required to implement change successfully. Refusal to prioritize the need for change my effects the change agent's morale and effectiveness for smooth transition of the change. Furthermore, when people are prejudiced, they may resist change especially when it borders on religion, adapting to new technology, improper planning, system, among others. For change to be implemented smoothly with no barriers or resistance; there is a need for change initiation to come from the top-level management, proper planning, proper communication for the need for change, adequate consensus-building and effective organisational structure to swiftly motivate workers to buy into the change and as well support in its implementation.

Theories and Tools and Techniques to Implement and Manage Change:

Change theories provide a road map and a basic assumption of how change within an organisation occurs. Reinholz and Andrews (2020) write that change theories are theoretical and empirical grounded knowledge. Firms have options to select different theories to aid implementation and management of change. Among the theories are McKinsey 7S theory, Kotters Change theory, ADKAR theory, Lewins etc. Organisations that have urgent desire for change may select Kotters change management theory because it creates a sense of urgency, forming a powerful team for the change; developing objectives and strategy for a change and communicating the vision so as to remove obstacles and guiding change team for successful action. These steps go beyond to implement change options to creating a solid corporate culture to embrace change.

Lewin's change theory is another one that organisations do select. This theory has been recommended for large companies by Altadona (2022) because it empowers employees to actively engage in the change implementation as change agent or team. This theory has simplistic steps of freezing, change implementation and refreezing. With this module perception for need for change is created where change team and employees move towards new desired change option implementation and strengthening the outcome of change so as to facilitate the smart objectives of the organisation. McKinsey 7S theory can also be selected by organisations to manage change. This theory helps to integrate major department of an organisation in the process of diagnosing and analysing the need for change. The 7S covers strategy, structure, systems, shared values, style, staff and skills. All 7S component are consolidated to provide need for change and change implementation. Altadona (2022) writes that McKinsey 7S theory consolidates and integrates all departments of an organisation as each unit has its own supervisor though it does not provide a step-by-step process of change management. Once a rightful and suitable theory is selected to manage change, business leaders must then also select change management tools to manage the change option. Change management tool according to WalkMe Team (2022) is any platform, application or instrument that is adopted by organisations to ensure the mitigation of tension in change implementation process. Tools or techniques of change management help to track the process; collect feedback, record achievement for the future decision-making. Some key tools to use to reduce tension in the change management option include interview, focused group discussion, questionnaires or service, stakeholder analysis, force field analysis among others.

Interview which is an interaction between persons can be used to manage and implement change. Change agent can use interview as a tool to get the buy-in of change team and also use to get feedback on how strategic option is yielding results. Interview provides opportunity for team members to interact face-to-face thereby able to take corrective measures for better results.

Focused group discussions can be used to also manage and implement strategic change options. It provides opportunity to focus on particular topic of area of interest on the change option implementation that needs more attention and focus as well. This is to ensure that all team members understand what is at stake in the implementation of the selected change option. Questionnaire or survey is another tool or technique that can be used by business leaders to manage and implement successful change option. Team members are privately allowed to answer relevant questions that pertain to change option and its implementation. This is good for soliciting responses though may lead to irrelevant answers that may distort the objective of the survey.

Force field model can be used as a technique to understand factors that influence and impact a potential change. Force field provides a framework where driving forces for change are strengthened and the resisting or hindering forces are mitigated. Maslen and Platts (1994) indicates that an organisation can use force field by going through five major steps which includes: describing and clarifying the proposed change; identifying the driving or helping forces for change; identifying the hidden forces for change; weighing each factor and finally analysing and implementing the action plan for the change. These techniques help to reduce barriers to change ensuring effective communication as compared to other techniques of change management.

Stakeholder analysis is another technique to manage change. Stakeholder analysis is the process of identifying all the internal people and teams who have influence over the change option or are affected by the change option in terms of the level of participation in the change implementation, interest and concluded on how best to involve and communicate with each of the stakeholders for smooth implementation (Mind Tools, 2019). This allows four key players to participate and buy into the change option. Unlike the force field which concentrates on driving and resisting forces, stakeholder technique concentrates on reaching out to employees that may influence or affect the change option without recourse to material resource. The selection of change theory and change management technique or tools may depend on type of organisation and its leadership expertise as well as the objective for the need for change.

Plan to Implement a Change in an Organization:

Every change action cannot be implemented without the plan. Plan gives the step-by-step approach on how to achieve a change that is sought for. Implementing a change in an organisation requires transition processes using various resources and strategies. Indeed Editorial Team (2020) suggests eight simple steps to plan and implement change. The first step is to identify the need for change and perform need and impact assessment. This stage provides guidelines on how to implement the change. The stage two has to do with

developing a plan that sets the direction for the change and how to achieve the necessary successful changes desired. The third stage is to communicate to the employees and management so as to get a feedback for their support or resistance. Communication allows the change agents to gain the backing of others for the change option. Providing reasons for the change is the fourth stage. This change stage opens the eye of all employees to give their support to the required change proposals. The fifth stage according to Indeed Editorial Team (2022) is to get an honest feedback from team members which encourage employees to voice out their opinions. Launching the change is the sixth stage where action is taken on the change option selected. Once the change is launched the next stage is to monitor the progress to ensure that all team members follow proper implementation procedures. Evaluation and learning are the last stage to achieve quantifiable results and the need to make relevant adjustment to the implementation process. Business leaders can use the processes outlined above to the implementation of change because it gives a step-by-step approach on how to implement a successful change.

Measures to Monitor Progress of the Change Plan:

Implementation of change option demands measures to monitor and evaluate progress in such a manner to drive achievements. Evaluating progress is important because it helps business managers to learn how the change option is providing meaningful effects. The change option may be for the purpose of individual performance, organisational performance and change management performance. Indeed Editorial Team (2021) indicates that to monitor and evaluate the progress of change, leadership must determine evaluation metrics, gather employee feedback, collect data matrix; establish optimal data metrics and analyse the data and create action plan. The stage of the terminal evaluation metrics has to do with understanding the performance indicators before and after the change implementation. This can help determine the changes that have taken place so far. That is to say that, a set standards must be put in place for which an actual performance will be compared to in order to know the volume of change that has taken place. The second stage in the evaluation and monitoring process is to collect data from team members. Gathering data helps to get feedback on the implementation process. After collecting data the next stage is to analyse data to get result for decision making. The results of data analysis are then compared to the set standard which form the basis for corrective measures in the change implementation process.

Possible Risks Associated With an Organisation's Change Process:

Organisations face a lot of risk and strategic change process. Risk is an uncertainty or danger that faces organisation for which it may interfere in the smooth implementation of change or the success of the organisation. Risk factors have potential to destabilize change implementation or a project. Creasey (2020) writes that when the people side of change is ignored or overlooked, it poses major risk to change implementation process. Therefore, firm's inability to manage change properly brings the fail in the delivery of the desired goals that the change option is supposed to yield (Farha et al, 2021).

Some major risks that possibly can impede on change implementation process according to LSA Global (2022) are in four categories. First of all is the lack of understanding of why change is needed or the sense of agency for change. The onset of change initiation must come with clear understanding of the need for change and what the change is set to achieve. The understanding of team members on the need for change brings the buy in for the change because team members understand what the change is meant to achieve. Anything less than full understanding of the change will cause members to work against the grain. Secondly, lack of unclear vision and guiding change leadership coalition or team can serve as a major risk to the change process. There should be a strong team leadership coalition who stands and have a clear vision of the objective of the change option. This helps strategic change option to succeed because of clear directions and guidance that promote and enhances the implementation agenda. If there is no leadership or designated team to lead and guide the implementation then change processes become haphazard and unfruitful since the implementation process could be characterized by tension and confusion. The third risk that possibly could face change implementation process is the lack of simulations which comes out of adequate communication, training and empowerment of manager and teams within the organisation. Implementation of change option within an organisation must go with constant conversation training and empowerment so that team members will have the necessary skills, knowledge and attributes and desire to stimulate change and to see to it smooth implementation. According to LSA Global (2022), failure of leadership to incentivise and acknowledge team members demoralized the members in their contribution to the change implementation process. As a case of importance, motivation is a driving force for higher performance for which contributes to the expected outcome of change option. It is important therefore for business leaders and management to engage employees in a conversation at the start of a change initiation, communicate regularly so as to remove every roadblock that possibly can serve as a risk to change.

Stakeholder Analysis to Understand Possible Resistance to Change:

Stakeholder analysis is a change management technique or a tool used to ensure the success of a project or change. Smith (2000) refers to stakeholder analysis as a technique used to identify and understand their needs and expectations of major interest inside and outside change option environment. Stakeholder analysis helps to

understand their attribute interrelationships of change advocates and opponents, their interest and their influence on a strategic change option.

Hoorey and Battorff (2022) juxtaposes that stakeholder analysis helps to identify issues and what stakeholders care about and how they will be impacted by the proposed change. Stakeholder analysis actually outlines the people you need to engage to get their buy-in and contribution for successful change implementation. Hoorey and Battorff (2022) suggest that stakeholder analysis is power and interest centred for which it must be satisfied, monitored, managed closely and regularly informed. Lucid Content Team (2022) suggests three steps to perform stakeholder analysis. First is to identify the stakeholders. There is a need to list all people who have vested interest or who are affected by the change. The second stage is to prioritise your stakeholders. That is, knowing the level of influence and level of power stakeholders exercise. The final stage is to understand the key stakeholders which have to do with identifying the stakeholders, prioritising them, there is a need to understand how they may feel about the proposed change. These three steps help to properly communicate and manage their stakeholders properly to enhance successful change implementation and to have a better outcome. Better stakeholder analysis will help deal adequately with resistance to change, because the change accommodates the interest and power of all the stakeholders. Again, once the change accommodates the priorities and the feelings of the stakeholders, possible resistance to the change could be eradicated in all sense. The identification of all stakeholders confines the change option implementation in such a manner that all necessary people who may serve as a border to the change are ignored. Once high-power and highly interested people are engaged resistance is mitigated. Lucid Content Team (2022) identifies category of stakeholders that must be engaged to avoid resistance to change. They include the direct managers or supervisors who have high power and high interest. Stakeholders and investors who have high power but medium interest; government who also have high power but low interest; senior executives who have high power and low-interest, as well as co-workers who have medium power and medium interest. No matter the level of power and interest, it is critical to consider the interests and influence stakeholders have in order to eradicate all forms of resistance.

Strategies to Manage Resistance to Change in Organizations:

Strategies to manage resistance to change in organisations are much desired. Strategy sets out plan or actions designed to achieve long-term or overall aim. Business leaders and managers could results to different strategies to manage resistance to change within organisations. Lawrence (1969) indicates some reasons why change will not work in a firm. It may come in the form of persistent reduction in output, chronic quarrels, sullen hostility, slow down, etc. To manage some of these resistance there is a need to communicate and educate team members on why change is needed. Therefore, communication and education should begin from the initiation stage because that will help people to rationalize and also receive adequate information to make positive judgment (Primeast, 2022). Secondly there is a need to ensure full participation of all team members through consultation. Everybody affected by the change must be involved in a change designed to ensure collaborative efforts towards the change option implementation. The third strategy to deal with resistance to change is to offer support to team members. Team members must be giving necessary resources and materials towards the implementation of change. This helps change leaders to connect to their team members. The support will help members to acquire the skills, knowledge and attributes to contribute to their quota to the change needed. This may demand hiring of business experts to provide some sort of training and skills development to empower workers. Pirmeast (2022) again suggests that resistance to change is precipitated when team members feel that the impact of change on their life will be detrimental especially in terms of their reward or earnings and livelihood. Therefore, the best way to combat this resistance is to integrate some sort of incentives into the change design in order to win the support of team members. Again, strategy to deal with resistance to change is to grow hairs team members to accepting the proposed change. This may not necessarily remove the resistance to change but achieved some immediate result though may result in destructive atmosphere for that matter demoralized team members. The above strategies (communication and education; participation; support; coercion) are necessary in dealing with resistance, however, it is important for business leaders to structure team members to maximize the change potential, resolve conflicts swiftly and effectively, show passion in the initiation of change while empowering innovation and creativity.

Different Organisational Cultures and How that Influences Communications and Power Relations:

Organisational culture influences communication and power relations within an organisation in the sense that culture determines the way things are done within an organisational context. Wong (2020) defines organisational culture as a collection of values, expectations and practices that guide and inform the actions of all team members. It is actually the traits that characterize a business organisation. Culture is important to organisations because it affect all the aspects of the business operations from recruitment to employee benefits. A good organisational culture is aligned to the objectives of the organisation. Different organisational cultures are used in organisations depending on the vision of the company. Among organisational culture used by organisations include clan culture; adhocracy culture, hierarchy culture and market culture.

The clan culture focuses on people to make them feel like family members within an organisation. This promotes collaborative environment where every team member is valued and seen as an asset and therefore

contribute their quota to enhance organisational effectiveness. Therefore communication becomes top most priority. Clan culture according to Heinz (2022) promotes team member engagement and possibility of market growth because it makes members feel belonged. To promote effective communication and influence there is a need for legitimate and positional power. The bond of family exists therefore team members no matter the disagreement is able to engage as one family to find a lasting solution to most problems causing friction and impeding the achievement of organisational objective. Power relations in a clan culture environment are cordial and friendly as the focus is on bridging gaps and building empathy which leads to customer satisfaction. Heinz (2022) suggests that adhocracy culture embraces innovation, risk-taking and adaptability. This culture promotes individuality to think creatively and new ideas for cutting-edge project meant to gain competitive advantage. Boogaard (2022) emphasizes that adhocracy culture fosters entrepreneurship work environment where workers take risk in the implementation of new ideas. This culture promotes communication and power relations as individuals with the team are allowed to take certain amount of innovation and growth agenda within an organisation. Because adhocracy culture is associated with risk adaptability and innovation, team members comprising both leadership and subordinate share power and communicate regularly to better place the innovation and risk in organisational context. Continuous communication goes on to enhance clear understanding on how risk and implementation of new ideas are to be handled. Mahmutovic (2021) concludes that the adhocracy culture is less structured therefore promotes higher participation of both leadership and followership which result in proper communication as big ideas come from any of the employees. Market culture according to Heinz (2022) focuses on competition and growth where profitability is prioritise. It is also called the compete culture because the bottom line is to achieve results as businesses are set out to accomplish goals and objectives. This culture promotes motivation of employees and the need to achieve (Boogaard, 2022). Because the focus is on profit margin, market share and aimed at outperforming the competition, it calls for consistent communication and power sharing to achieve that. Leadership therefore communicates to give direction and strategies for gaining competitive advantage. Gardner (2022) indicates that to create a market culture you start by evaluating each position within organisation, calculating the return on investment on every position and finally setting a benchmark for production for which rewards are attached to performance as a motivating factor. The fourth organisational culture is the hierarchy culture which is more focused on structure and stability and internal clear chain of command.

This clearly sets the rules for how things must be done. It helps to cater for the main objectives of organisations though it may hamper creativity and innovation. Because it clearly outlines how things are done and chain of command it establishes good communication among employees and how to relate in terms of power within the organisation. Gardner (2022) highlights that employees in this culture precisely know what to do as a result of the established structure. It is imperative to create a definite culture within an organisation however the type of organisational culture must be aligned with organisational objectives.

Cultures Influence on Strategy and Change Management:

The influence of Culture on strategy and change management is a dilemma most business leaders grapple with. Culture is a way of life of a group of people consisting behaviours, believes, value, symbols, acceptable generally within firm. Change management according to Lawton and Pratt (2022) deals with the transition of organisational goals, processes and technologies with the purpose of implementing strategies for effective change, controlling change and adapting to change.

Culture impacts strategy and change management. Prosci (2022) in a study on culture and change management finds that 80% of respondents find culture as important factor to change management initiatives. Aguirre and Von (2013) in a study on cultures critical role in change management finds that 53% of business people see culture as important to leadership agenda of strategy and change implementation. The study reveals that the mindset of employees affects strategy and the way change is implemented. Aguirre and Von (2013) suggest that firms tap into the energy and intellectual commitment that are bound up in their culture to implement strategy and change option. Apart from the mindset, Onyango (2014) suggests that beliefs and values which forms part of culture affects strategy and change implementation at 74% in a study on the effects of organisational culture on change management. WalkMe Team (2021) highlights that certain key aspect of Culture affects change management. The benefits workers will get from the change, the extra work needed to implement the change, the impact of end results; resource of change and general attitude towards change affects it implementation. The above which are all part of culture can influence strategy and change. Culture within an organisation would definitely affects the way change is defined, the way change management team are selected, the way implementation plan is developed and executed, as well as the way resistance to change is handled. The right corporate culture is needed to influence strategy and change management positively.

Role of Individuals in the Change Management Process:

Change management is a process business organisations translate objectives and goals for into outcomes. Individual members contribute to the change management process. Depending on the organisational structure, culture and purpose for the change, individuals can be assigned to different roles to contribute to the implementation of the change option. Though the formal work roles are based on legitimate and positional

power, the achievement within a change team would have to contribute directly to the change management process. In reference to ADKAR (Awareness, Desire, Knowledge, Ability & Reinforcement) model, individual first of all must be aware of the need for change in order to support and propel the change management process. The stage of awareness by individuals within a team helps to create a sense of ownership for them to contribute immensely to the change process. Again, the individual has a role to play in the need for change, participate and support the need for change. If individuals in the team desire for a change, it serves as a motivating factor for participating in the change process. Knowledge on how to change the current status to future status is crucial to the change process. The individual must have the adequate information and knowledge on the change option so as to support the implementation process. The individual then must have the ability to implement and support the change and also have reinforcement capacity to sustain the change. In the change management process, it is key for individuals to have Awareness, Desire, Knowledge, Ability and Reinforcement capability to support change in an organisation. Prosser (2022) indicates that individuals during change management must support and also empower persons through the transition so they can successfully engage, adapt and use a change properly.

Change Management in an Organisational Setting:

Change management deals with how business entity assesses its current state in order to translate it into desired future state. Change management can be applied in organisational settings using diverse strategies and methods in order to adjust significant component of an organisation. The application of change to organisation depends on business goals and objectives as well as team members experience and knowledge on change management. Miller (2020) suggests five steps to apply change in an organisational context. First is to prepare the organisation for change logistically and culturally. This is where the change leadership makes team members to understand the need for change through identification of challenges and problems impeding the progress of the organisation. The second stage is for the change leadership to craft a vision and plan for the change. At this level, strategic goals are formulated along with key performance indicators on how the change will be measured. The third stage is the change implementation. The employee at this stage is empowered with key skills, knowledge and attributes necessary to achieve the goals of an organisation. This knowledge, skills and attribute must be able to deal with roadblocks and mitigate them to enhance successful change implementation. The fourth stage is where the change is integrated and embedded in a company's culture and practices to enhance sustainability. Doing this integration according to Miller (2020) will help make the change more difficult to backslide especially during the transition period. The final stage suggested by Miller (2020) is the review and analysis of the change result. This enables change leadership to measure the level of success of the change option implemented. On the other hand, Jacobson (2020) suggests eight steps on how to implement change within an organisational context. The steps include defining the change needed, selecting a change management team, planning and strategizing for the change, budgeting, setting timelines, setting success criteria, resistance identification of existing technology and the new technology needed, communication plan and training plan to empower staff to individually contribute to the change management process. Ramos (2016) also identified five steps for implementing change which covers request for Change; impact analysis; approval and denial; implement change; review and final stage of reporting. How change is applied within an organisational context contribute greatly to the success of change as expected.

How to Monitor the Effect of the Change Management Processes:

Monitoring the effects of change management process is very crucial to organisations success. Monitoring is an integral part of evaluation because it has to do with systematic and regular collection of information for the purpose to improve practices and activities in the future for internal and external accountability of resources, to inform decisions of future initiatives; empower beneficiaries of change option implementation. Monitoring is to properly evaluate success levels of change implementation. Monitoring helps to check progress against plan. To monitor the effect of change management processes it is important to first record and assess data to validate the state of success and the failures of change implementation process (Assured strategy 2019). This assessment informs decision on how to adjust, correct and redirect the change processes in such a manner that change processes are calibrated to achieve the change objective. The adjustments or correction done in the change management process will indicate whether the elements applied to the change management processes has the potential to achieve the change objectives. Monitoring the effects of the process; the issue of meeting plan outline, communication efforts, proper utilization of resources and a comparison of results with the results of the original process must be considered.

Conclusion:

Effective leadership and strategic change management are crucial elements for organisations to thrive in today's rapidly changing business landscape. Firstly, leaders must understand the importance of fostering a positive organisational culture that embraces change. Research has shown that leaders who promote a culture of innovation and continuous improvement are more likely to succeed in implementing strategic changes. They encourage their employees to embrace new ideas, take calculated risks, and adapt to evolving circumstances. By creating an environment that encourages creativity, collaboration, and flexibility, leaders can inspire their teams

to proactively identify opportunities for change and drive organisational growth. Furthermore, effective leaders employ various change management strategies to navigate the challenges associated with implementing strategic change. By addressing concerns, providing training and support, and offering incentives, leaders can create a sense of ownership among employees, fostering their commitment to the change process. In addition to leadership, strategic change management requires a comprehensive understanding of the external environment and internal capabilities of the organisation. By conducting a SWOT analysis, leaders can effectively determine the organisation's strengths, weaknesses, opportunities, and threats, to help them to craft a strategic change plan that promotes strengths and mitigate weaknesses.

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