7051CRB

Leading Strategic Change through Creativity and Innovation

Report

Task 1, 2, 3

Critical Analysis of a Case Study:

Legal and General Affordable Homes (LANDGAH)

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Task 1

Introduction

This case study focuses on Legal & General Affordable Homes (LANDGAH), established to address the UK's housing crisis.

LANDGAH operates with a startup mentality, featuring a flat organizational structure that encourages direct engagement between staff and executives. The company emphasizes employee autonomy, diversity, inclusivity, and wellbeing.

Despite its strengths, LANDGAH faced external challenges like the COVID-19 pandemic which impacted its goal of acquiring 3,000 homes annually (LANDGAH, 2018); including competition and internal issues from rapid growth and siloed working. To tackle these, Kaylee Peneycad has been brought in as a Change and Implementation Manager to help manage these challenges effectively.

Drivers of Change

The operating environment of LANDGAH will be analysed to show how external and internal pressures causing changes to the company are linked and affect one another. This analysis is framed using the Burke-Litwin model which acknowledges the interconnectedness of various factors within an organization and shows how changes in one area can cascade and influence others (Burke & Litwin, 1992).

Figure 1 shows a summary plot of LANDGAH's operating environment on Burke-Litwin model.

1. The External Environment

The external environment includes elements outside an organization's immediate control that significantly impact its operations (Johnson, 2004). The UK's housing crisis created a business opportunity for Legal & General to set up LANDGAH to address this problem. The company's operations are built around addressing this issue. For instance, the COVID-19 pandemic, which occurred around the same time LANDGAH was established, affected the company's goal of delivering 3,000 affordable homes per year (LANDGAH, 2018). This halted construction and disrupted supply chains. The pandemic exposed the already challenged housing market in the UK, making affordable housing more critical (Ejiogu et al., 2020). Since then, increased competition has further impacted various components of LANDGAH's internal environment, affecting the company's strategy, leadership, and culture.

2. Mission and Strategy

The mission is the reason for a company's existence and shapes its operations (strategy) to achieve it (CMI Insights, 2022). LANDGAH's mission is to provide access to affordable housing across the UK. The company builds partnerships, sources properties, and leases them to expand their housing stock for customers. The COVID-19 pandemic impacted this strategy by halting construction, leading the company to seek more resilient ways to operate. Initially, LANDGAH used management providers

as middlemen, but their rapid growth led to the creation of Brolly, an in-house CRM technology platform.
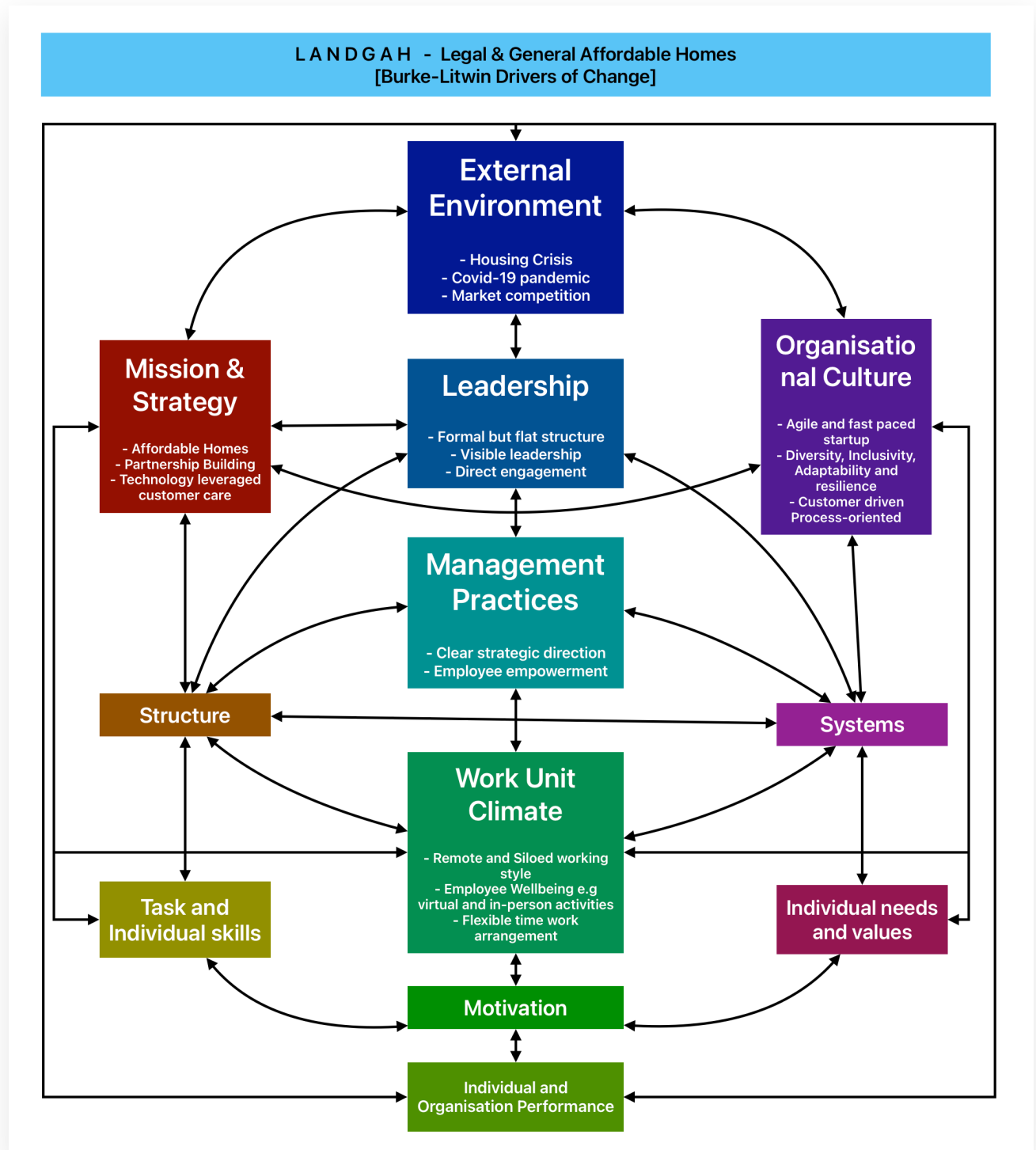
Figure 1. Burke-Litwin_Model (Johnson, 2004)

3. Leadership

Leadership refers to how senior management behaves and sets examples, influencing compliance across the organization (CMI Insights, 2022). LANDGAH operates with a relatively flat organizational structure which allows direct communication, faster decision-making, and even weekly calls with the entire team. The leadership style directly shapes the work unit climate and fosters a collaborative and agile environment.

4. Organisational Culture

Organizational culture encompasses the beliefs, principles, values, and ways of working seen across how individuals' approach and conduct work (Burke & Litwin, 1992). LANDGAH operates as a startup with a fast-paced and agile culture. The company values diversity and inclusivity to attract and retain the best talent. Employees are empowered to make autonomous decisions, but their rapid growth prompted leadership to pursue a more structured process of operation.

5. Management Practice

Management sets clear strategic goals from the top level which are disseminated down the chain. This allows employees to work effectively remotely and make autonomous decisions. However, challenges such as project failures due to inadequate scoping and change discipline led the company to bring in a change manager to introduce new ways of working. Employees are concerned about losing their empowered and agile culture.

6. Work unit climate

Work unit climate refers to how employees experience their daily work and perceive how work is executed in the organization (CMI Insights, 2022). LANDGAH's startup culture and management practices, such as remote work and employee empowerment, have led to teams working in silos. This siloed approach resulted in

project failures as the company grew too quickly emphasising the need for greater cross-functional collaboration. The new change agent is pushing for more process-driven approaches which some teams might perceive as a reduction in their autonomy.

Strategy

Michael Porter's value chain analysis will be used to assess LANDGAH's strategy and propose enhancements. This tool breaks down company activities to identify value creation at each step (CMI Insights, 2022; Newstex, 2019).

Supporting Activities:	Primary Activity	Current Strategy	Effect
Firm Infrastructure: *Flat organisation, direct communication with senior leadership*	Inbound Logistics	Direct sourcing of properties. Also sourcing through developers, partnerships.	Pause in development due to Covid-19 highlights over-reliance on external partners for their housing stock.
	Operations	Fast paced development, agile cultured teams, outsourced to third-parties	Results tracked through reported figures from management providers
Human Resources: *Empowered employees with autonomy. Diversity and inclusion.*	Outbound Logistics	Properties sold or leased through partnership with management providers	Limited direct control of business and customer engagement
Technology Development: *Brolly introduction*	Marketing & Sales	Leveraged their partnership to reach market and handle customers. Sales and customer care teams operate independently in silos.	Limited potential to market access. Unaligned goals due to siloed teams. Customer experience issues, project failures.
Procurement: *Housing stock sourced primarily through existing partnerships*	Service	Third parties managed customer care. Later introduction of Brolly CRM	Limited ability to gather valuable feedback and insights. Effort to improve service

Table 1. Michael_Porter's_VC_Analysis_of_LANDGAH

Table 1 shows the current strategies of LANDGAH while the below is the proposed strategies.

1. Inbound Logistics

To mitigate risks and adapt to changing building codes, LANDGAH should employ modular construction (WEF, 2023). This approach can expedite project completion and reduce construction costs (Bertram et al., 2019). Digital twins and simulation tools should be used to map out the housing pipeline and test the impact of external factors like pandemics or competitor actions (Lee & Lee, 2021).

2. Operations

Given LANDGAH's startup origins and rapid scaling, standardized processes are crucial for efficiency. Implementing monitoring and control mechanisms to track key metrics and identify potential problems is essential. A holistic plan is needed to coordinate different functional operations to build organizational resilience (Brüderl & Preisendörfer, 2016).

3. Outbound Logistics

LANDGAH should handle property leasing in-house and offering flexible lease terms directly to customers. This approach eliminates intermediaries, reduce costs and gives LANDGAH more control over customer relationships.

4. Marketing & Sales

By leveraging direct access to customer and business-wide data, LANDGAH can implement big data analytics for targeted marketing campaigns. Data-driven insights will facilitate reaching and converting more customers (Gupta et al., 2021; Wang & Wang, 2020). Collaboration should also be enhanced between sales and customer care teams to maintain a competitive edge in customer service.

5. Service

To enhance customer service, LANDGAH should equip its Brolly CRM system with AI. This would allow the system to contextualise customer data, history and complaints to

enable targeted and personalised service (Chatterjee et al., 2021). A customer-centric culture should be fostered throughout staff training.

Change and Change Management

Implementing the proposed strategies at LANDGAH requires careful planning as many change efforts fail with an estimated 70% failure rate (CMI, 2020b; Ewenstein et al., 2015).

Kotter's 8 Step Transformation Model - a framework designed for successful large-scale transformations will be used (Appelbaum et al., 2012).

Employee resistance and communication which are the biggest barriers to change will be managed throughout each step to minimize disruption by 76% and 72%, respectively (CMI, 2024b).

Step 1: Establish a Sense of Urgency

A company-wide meeting will be held by the CEO to emphasize the urgent need for change due to rapid growth, increasing competition, and future uncontrollable phenomena like Covid-19. The CEO will present evidence from recent project failures, highlighting the cost of inaction and the need to improve processes.

The meeting should be brief and allow employees to process and recover from their shock (Kubler-Ross & Kessler, 2014).

Employee reaction:
Employees may initially resist change, particularly those accustomed to the agile, start-up culture. Some might feel overwhelmed by the pace of growth and the introduction of new processes.

Effects of this step:
A shared understanding of the need for change and its urgency will begin to emerge within LANDGAH.

Figure 2. Step_1_Reaction_Effect

Step 2: Form a Powerful Guiding Coalition

A guiding coalition of senior leaders, department heads, and influential employees will be approached to champion the change process and embody desired values. Their experience will help adapt the change plan and convert blockers into champions.

Regular meetings held will ensure alignment with LANDGAH's new strategic goals.

Employee reaction:
Employees may view the guiding coalition as a positive step, demonstrating a commitment to inclusivity and diverse perspectives.

Effects of this step:
A visible and committed leadership team will drive the change process forward, fostering trust and collaboration.

Figure 3. Step_2_Reaction_Effect

Step 3: Create a Vision for Change

A clear vision for LANDGAH's future will be shared including digital twin and simulation-assisted planning, AI-enhanced Brolly for better customer service, risk reduction through structured processes, capturing a larger market share, and improving employee wellbeing.

This vision should emphasize a customer-centric approach, operational efficiency, and data-driven decision-making.

Employee reaction:
Employees may respond positively to a vision that prioritizes customer centricity and employee wellbeing, aligning with LANDGAH's values.

Effects of this step:
A shared understanding of the desired future state will motivate employees to embrace the change process.

Figure 4. Step_3_Reaction_Effect

Step 4: Communicate the Vision

The vision will be communicated through town hall meetings, emails, team meetings, and Q&A sessions. New tasks assigned to employees should communicate how their execution fits into the vision.

This will address concerns, dispel rumours, and reinforce the benefits of the changes.

Employee reaction:
Open and honest communication will be crucial in addressing potential anxieties and resistance to change.

Effects of this step:
Consistent communication will build understanding and support for the change initiative among employees.

Figure 5. Step_4_Reaction_Effect

Step 5: Empower Employees for Action

Organised training workshops will empower employees on using data analytics and AI tools in the Brolly CRM to make their work easier and draw insights from customer data. This will alleviate concerns about redundancy by upgrading their competencies (Rocha et al., 2006).

Employees will be encouraged to contribute ideas and improve change initiatives.

Employee reaction:
Providing employees with the necessary training and support will be essential in mitigating resistance to change and fostering a sense of ownership.

Effects of this step:
Empowered employees will be better equipped to implement the changes and contribute to the organization's success.

Figure 6. Step_5_Reaction_Effect

Step 6: Create Short-Term Wins

Short-term wins, such as an increased customer base from data-driven campaigns and a wider market share, will be celebrated (Majka, 2024). The progress and benefits of digital twin and simulation will be communicated, and successful modular construction for a pilot project will be highlighted.

Successes will be shared through newsletters, team celebrations, and recognition programs.

Employee reaction:
Recognizing and rewarding early successes will boost employee morale and reinforce the positive impact of the changes.

Effects of this step:
Demonstrating tangible results will motivate employees to continue embracing the change process.

Figure 7. Step_6_Reaction_Effect

Step 7: Build on the Change

LANDGAH will leverage short-term wins to drive further change and improvements. Progress will be reviewed regularly to make adjustments, and continuous feedback will be sought from employees to foster ownership.

New projects aligned with the vision will ensure the changes become deeply embedded in the culture.

Employee reaction:
Continuous improvement efforts will demonstrate a commitment to listening to employee feedback and adapting to evolving needs.

Effects of this step:
Building on early successes will create a culture of continuous improvement and innovation within LANDGAH.

Figure 8. Step_7_Reaction_Effect

Step 8: Institutionalize New Approaches

Finally, LANDGAH will embed the new processes, systems, and behaviours into the organization's culture. This will involve updating policies and procedures, providing ongoing training and development opportunities, and aligning performance management systems with the desired behaviours.

This will ensure the sustainability and long-term success of the change initiatives.

Employee reaction:
Employees will recognize the long-term commitment to the changes, leading to increased acceptance and integration into daily work.

Effects of this step:
The changes will become an integral part of LANDGAH's identity, ensuring long-term sustainability and success.

Figure 9. Step_8_Reaction_Effect

Task 2: Supporting Notes

1. Creativity and Innovation, Convergent and Divergent Process

The challenges LANDGAH faces were analysed holistically to identify the right solutions through **creativity** and **innovation** processes. Creativity involves generating new ideas, while innovation goes further by implementing those ideas to improve something (Anjum et al., 2020)

To enhance customer service, a **convergent** creative process was applied, suggesting the integration of AI into the existing Brolly CRM system. This would enable data-driven insights and targeted campaigns (Sheffield, 2019).

The **divergent** process, which seeks something different from what LANDGAH was currently doing, proposed deploying digital twins and simulations to measure and predict outcomes for resilience and adaptability. Including bringing property leasing, identified as a core function, in-house rather than relying on intermediaries.

2. Reverse Engineering and Mind mapping

In developing a project name and tagline, research was conducted to get a list of companies' project names and taglines. These were then **reverse engineered** to grasp the ideas behind their selections for inspiration.

Company	Project Name	Tagline
Google	Project Magenta	Pushing the boundaries of machine learning
Facebook	Project Libra	Connecting the world
Amazon	Project Kuiper	Delivering everything to your door
Microsoft	Project HoloLens	Mixed reality for the future
Apple	Project Marzipan	Bringing apps to life across devices
Tesla	Project Dojo	Accelerating AI for the future
Netflix	Project Babylon	The future of entertainment
Spotify	Project Simorgh	The soundtrack to your life
Samsung	Project Neptune	Redefining mobile experiences
IBM	Project Quantum	Advancing the future of computing

Table 2. Project_names_taglines_inspiration

Using **mind mapping**, various ideas were generated. The tagline "Guiding the way to better homes" was chosen to reflect the new strategies' goal of advancing LANDGAH's mission in a guided manner. "Project Beacon" was selected as the project name, symbolizing LANDGAH's mission to be a beacon of light for those previously unable to afford a home.
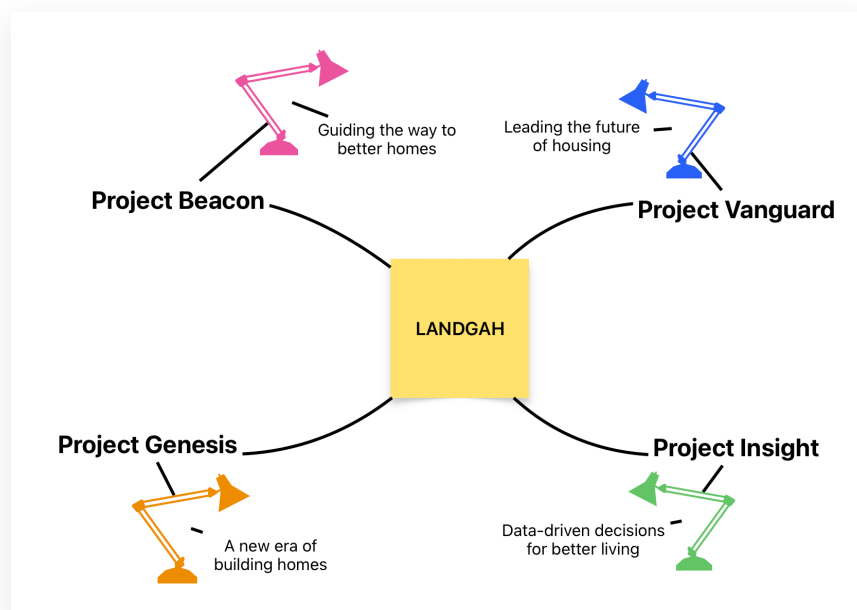

Figure 10. Mind_mapping

3. Brainstorming then Serendipity

The logo creation process began with **brainstorming**. Concepts related to the project name, tagline, and LANDGAH's business were explored. Ideas such as a "house" to represent affordable homes and a "light" as a metaphor for "hope to get a home" were considered. These elements were initially combined to form the "P" in "Project."
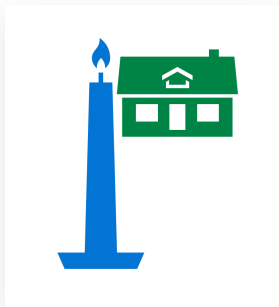
Figure 11. Logo_in_progress

However, the combination of the candle's fire close to the house made the design appear unsafe. During an attempt to replace the fire with a sunlight icon, a chance observation of the umbrella in Legal & General's logo sparked inspiration - **serendipity**. The umbrella symbolized safety and, in this context, a "home." This added familiarity and resonance to the project, logo, and the company. The three curved arrows forming the letter "O" in the logo were selected to signify the new collaboration across the company and the enhanced visibility from the digital twin and simulation systems.

Figure 12. Final_Logo

4. Multipage Information leaflet and PowerPoint Presentation

The hex (color codes) from the umbrella logo were picked and used to create a **uniform theme** throughout the multipage information leaflet and PowerPoint presentation.
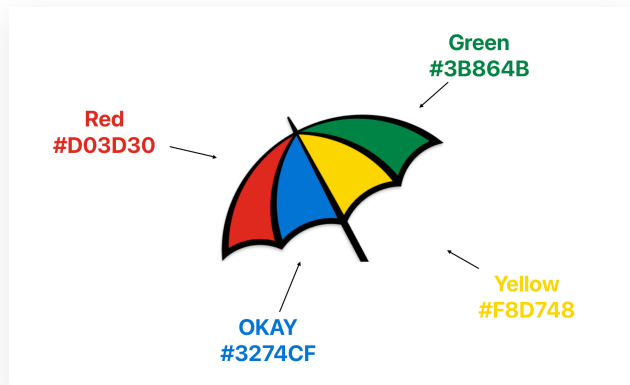
Figure 13. Theme_colours

Images from LANDGAH's website, depicting people moving into their homes and employee collaboration, were added into the flyer. The PowerPoint was designed to be minimalistic, with few texts per slide, ensuring a professional and breathable layout. This approach allows a presenter to elaborate on the key points spontaneously while maintaining essential information on each slide.

5. Considerations for Improvements

Despite LANDGAH abandoning its modular home efforts, the strategy remains part of the plan due to its competitive speed and adaptability in construction (Stein, 2023; Wilmore, 2023). To improve on this, further details are needed to understand past failures, and insights gain from other successful modular projects to create a more integrated strategic approach (Anjum et al., 2020; Wilmore, 2023).

Task 3

1. Definition of Reflection

Reflection is the process of critically reviewing an experience to find how it impacted an individual in terms of what went right to learn how to improve on lapses in a similar situation in the future (CMI, 2020a).

2. Model of Reflection and Its Supportive Role

Having created the strategy, change plan, and launch materials after assessing LANDGAH's environment, I used Gibb's reflective model to review my work. This is a framework used to analyse experiences for learning purposes through six stages (ManagementDirect, 2022).
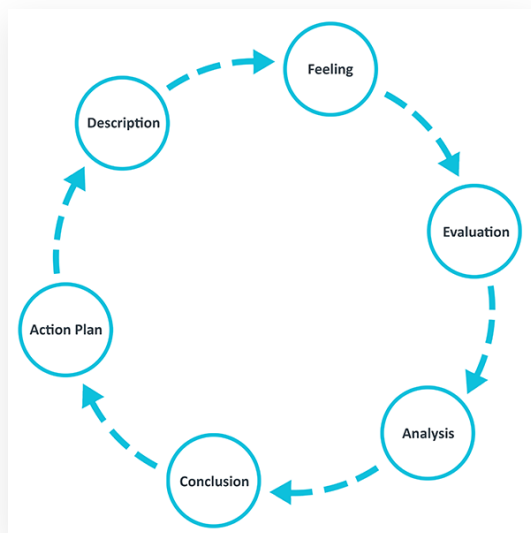

Figure 14. Gibbs_Reflective_model (University of Edinburgh, 2020)

After evaluating my creative process, I reflect that serendipity is only useful when one is actively being creative and not waiting around. The idea to replace the light with LANDGAH's umbrella logo would not have happened if I was not looking for a solution.

After analysing all my work, the model has helped me come to some conclusions on what could be improved, an action plan improvement to my learning style, leadership skills to manage a change programme, and professional development which are detailed in the following texts.

3. Leadership

Leadership involves influencing and inspiring others to achieve shared goals (Benmira & Agboola, 2021).

MBTI Self-Assessment

I identified Commander (ENTJ-A) as my personality type. I enjoy teamwork but also value alone time to think creatively and develop solutions. I engage with others, but when it comes to important decisions, I prioritize facts over emotions for lasting solutions.

The results of your personality test are in. Here they are:

Personality type: Commander (ENTJ-A)
Traits: Extraverted – 64%, Intuitive – 78%, Thinking – 85%, Judging – 74%, Assertive – 92%
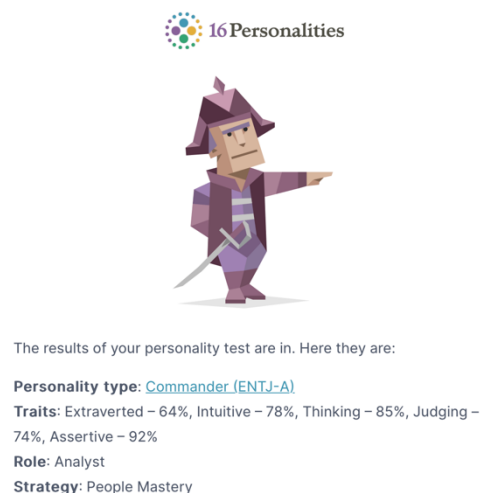**Role**: Analyst
Strategy: People Mastery

Figure 15. MBTI_Test (16Personalities, 2024)

Leadership Models

The Tannenbaum & Schmidt Leadership Continuum describes leadership as a spectrum from managerial authority to employee freedom (Tannenbaum & Schmidt, 1973). LANDGAH's

leadership style aligns with the second position from the right, where executives set targets, and employees have decision-making freedom.
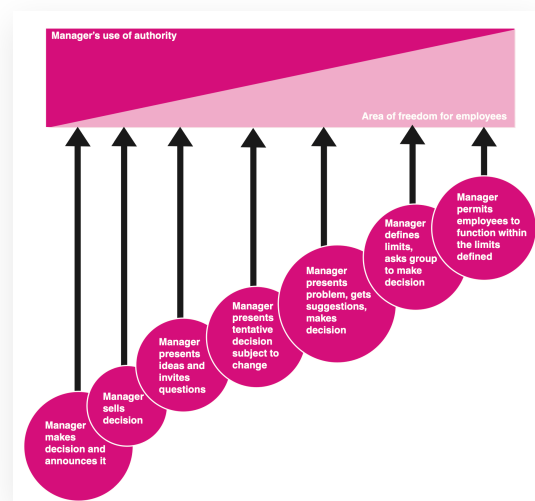
Figure 16. Tannenbaum_and_Schmidt_Leadership_continuum_model

Given my leadership style and the need for effective change, I suggest LANDGAH's leadership move to the third position from the left. This approach involves presenting the change plan as the way forward. To prevent the effect of employees blocking the change due to loss of freedom, room will be allowed for questions and deliberation. While there should still be some freedom for innovation, work processes will be structured to ensure the plan's effectiveness.

4. Learning Style Summary

I identified from Honey & Mumford (1986) test I took that my predominant learning styles are by observing, reflecting, and applying knowledge practically as a reflector and pragmatist. I also value structured, logical explanations as a theorist.

Your scores

Theorist: 14
Activist: 5
Reflector: 15
Pragmatist: 15

Figure 17. Learning_style (Mint-hr, 2024)

Implications for Leadership Development

What this mean for my leadership development is that, as a reflector I excel in analysing past experiences for thoughtful decision-making. In professional planning, I apply knowledge practically to ensure effective and result-oriented strategies as a pragmatist.

Also, I place value in structured logical explanation which aids in clear communication and strategic planning as a theorist.

However, my lower activist score shows a need to be engaging with hands-on learning which can improve my engagement with workers to foster positive collaboration.

5. Key Leadership Skills

While I believe exercising a higher degree of authority than freedom is necessary for successfully executing the change plan, but I acknowledge my accountability for any failure to manage this change (Tannenbaum & Schmidt, 1973).

Key leadership skills identified for success include:
  i. **Change Management and**
  ii. **Decisiveness**:
      Crucial for timely, fact-based decision making and smooth implementation.

iii.   **Building Collaborative Relationships and**

iv.   **Leading Employees**:

Essential for foster teamwork, support and engagement during the change process.

v. **Strategic perspective and**

vi.   **Composure**:

Important for maintaining a big-picture view and staying calm to reason through uncertainties (CMI, 2024a).

Identified Gaps in Personal and Professional Skills

Current Personal and Professional Skills and Behaviours	Gap Identified
Decisiveness	Building collaborative relationships
Strategic Perspective	Composure
Leading employees	Change Management

Table 3. Skills_and_Gaps

Given my **ENTJ personality type** and career experiences, I am confident in my **decisiveness** and my ability to **lead teams** effectively while maintaining a **strategic focus**.

However, I recognize the need to develop greater **composure** under uncertainties, as change initiatives often face unforeseen challenges. The actions and inactions of blockers can test the temperament of a leader making this skill key.

Also, I must enhance my skills in **managing organizational change** as many change initiatives fail to achieve their objectives.

My **leadership style** will exert a degree of authority to ensure the change process does not take too long to lose steam (Tannenbaum & Schmidt, 1973). Therefore, I should build stronger **collaborative relationships** skills to fostering teamwork across the organisation to influence the outcome of change efforts positively.

6. Skills selected to develop

Of the three skill gaps identified, these two have been selected for development.
- Building collaborative relationships, and
- Change Management skills

PDP - SMART Objectives

The SMART framework which is a goal-setting tool designed to ensure people set objectives in a productive and effective manner has been used to create a plan for skills development (CMI, 2014; Wylie, 2019).

Skills to Develop	S - Specific	M - Measurable	A - Achievable	R- Relevant	T - Timebound
Building collaborative relationship	Improve my ability to foster teamwork and engage effectively with colleagues to enhance change initiatives.	Participate in at least three team-building workshops and seek feedback from five colleagues by the end of two months.	Dedicate two hours per week to developing these skills through workshops, seminars, and team practice.	Effective collaboration is critical for the success of the change programme, ensuring team engagement and commitment.	Achieve this objecting within two months.
Change Management	Develop skills to effectively manage organizational change and ensure successful implementation.	Complete a change management course and apply learned techniques to two projects within three months.	Allocate time each week to study change management principles and apply them to ongoing projects.	Strong change management skills are essential for implementing innovative changes successfully.	Achieve this objective within three months.

Table 4. SMART_objectives

Improving my ability to foster teamwork and engage effectively with colleagues will be vital. By participating in team-building workshops and actively seeking feedback from colleagues, I will strengthen my collaborative relationships. This is important because,

as an ENTJ, I naturally lead with authority and strategic vision, but the success of a change initiative hinges on team collaboration and collective commitment. Having effective engagement with my team will ensure that everyone is aligned with the change objectives and feels valued in the process. This will foster an environment where innovative ideas are nurtured.

Developing my change management skills will enable me to face the complexities of organizational change with confidence and effectiveness. Completing a change management course and applying the techniques to real projects will provide me with practical experience and a deeper understanding of managing resistance and facilitating smooth transitions.

With my decisive nature, this structured approach to develop my skills gap will allow me to implement changes swiftly and efficiently while also being adaptive to any unforeseen challenges that arise.

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Appendix