**Diploma in Leadership and Management**

**Assignment for module three**

Richard Musinguzi

STUDENT AT AFRICA INSTITUTE FOR PROJECT MANAGEMENT STUDIES

August 2019

**Abstract**

According to different ways of distribution of responsibilities and authorities, organizations are categorized into many types; namely simple structures, which are dominated by the top of the organization, with centralized decision-making, machine bureaucracy, which is characterized by the standardization of work processes and extensive reliance on systems, professional bureaucracy, where the standardization of skills provides the prime coordinating mechanism, centralized organization, divisionalized structures, in which authority is drawn down from the top and activities are grouped together into units that are then managed according to their standardized outputs and adhocracies, where power is decentralized selectively to constellations of work that are free to coordinate within and between themselves by mutual adjustments.

Decision making process is the cognitive process that results in the selection of the course of action or belief among the number of alternatives that are possible to take place. The decision making process helps to make the final choice. It is basically the process of identifying the alternatives based on the values and vision of the decision maker

There are steps followed during decision making process: Identify the decision you are going to make; recognizing the problem and determining why this decision will make a difference to customers or fellow employees, gather relevant information, identify the alternatives, assess the evidence, choose among alternatives, take action and review your decision.

An organization is a social group of people, well structured and managed to meet common goals on a continuing basis. An organization has a management structure that determines relationships between functions and positions, a mission which determines its purpose, value with the set priorities and a strategic plan which shows future plan.

The major reasons why people resist change in the workplace is the fear to lose their jobs, loss of control due familiarity with procedures, poor communication about the change, lack of trust and support , poor timing**- u**ndue resistance may occur because changes are introduced in an insensitive manner or at un-appropriate time.

**The comparison between leadership and management is that leadership creates a vision and management creates goals, in leadership leaders are change agents while managers** stick with what works, systems, structures and processes to make them better, **in leadership leaders take risks, management controls risk, leadership builds relationships, management builds systems and processes, there is coaching in leadership, management directs, there are followers in leadership while in management there are employees.**

**Change may occur in an organization due to p**erformance gaps, new technology, reaction to internal & external pressure, mergers & acquisitions, change for the sake of change, planned abandonment, mission, vision, & strategy, human-behavioral changes, organizational structure and organizational culture.

Leadership relates to copying with complexity because leadership has a lot to do with acceptance of all situations, there is need to be resilient, to have expertise, keep prepared and ability to distribute leadership. Management is concerned with producing useful change produces as it entails good planning for resistance, training of new skills, communication about change, empowering affected employees, identifying personal problems early enough, involving employees and removing barriers of change.

**Qn1.** What are the types of organizations? With help of a diagram explain three,

According to different ways of distribution of responsibilities and authorities, organizations are categorized into many types; namely simple structures, which are dominated by the top of the organization, with centralized decision-making, machine bureaucracy, which is characterized by the standardization of work processes and extensive reliance on systems, professional bureaucracy, where the standardization of skills provides the prime coordinating mechanism, Divisionalized structures, in which authority is drawn down from the top and activities are grouped together into units that are then managed according to their standardized outputs and adhocracies, where power is decentralized selectively to constellations of work that are free to coordinate within and between themselves by mutual adjustments.

**Divisionalized organization:** This is a type of organization in which the company output is managed by several distinct divisions. A divisional organizational structure consists of parallel teams, or divisions, working on their own projects. Typically, each division works on its own product line. For instance, a large software company may have one division that creates tax filing software; another that maintains word processing software; and yet another that creates photo-manipulation applications. For a service-oriented example, you might consider a large bank that offers commercial, retail, investing and asset management services. Each of these services would very likely be headed up by a different division, managed by a single division head.

Unlike with departments, divisions are quite autonomous. Division heads often manage their own budgeting, advertising and hiring. This organizational structure is most often utilized by large, established companies, but it is possible for small businesses to use it effectively.

The advantage is that divisions are effective because they allow a team to focus on one product or service. Because division heads have a vested interest in building the best teams they possibly can, talent tends to be sorted efficiently. Additionally, division heads know what resources their team truly needs and will fight tooth and nail to get them. This approach can lead to efficient resource allocation overall.

However, there is a disadvantage of this type of organization, especially for small businesses; division heads may come into conflict with one another. It may be difficult for you to allocate resources if all of your division heads insist they need the big share. Again, office politics between divisions can lead to inefficiencies that can impact your bottom line.

Another thing to consider is that divisions encourage employees to interact primarily with their immediate supervisors, and division heads might not like it when you interact with team members directly often. Because having multiple divisions creates a steep organizational hierarchy, you may not have a strong one-on-one relationship with everyone in your employ. This may or may not be an issue for you, but it’s something to consider. This is a potential drawback of a strong culture that develops within divisions.

It’s also possible for divisions to have their own procedures and guidelines, and this can cause massive inefficiencies, if personnel need to be transferred from one division to another, even temporarily. While divisions are somewhat autonomous, your company as a whole should have cohesive procedural guidelines.

CEO

Education coordinator

Construction manager

Sanitation coordinator

Sanitation trainers

Finance

Finance

Students

Foreman

Finance

Technicians

Figure 1Divisional structure

**Centralized organization:** Centralized organization is a hierarchy decision-making structure where all decisions and processes are made and handled strictly at the top commonly known as the executive level. Managers and employees lower in the chain of command are limited in the decision-making processes and can rarely implement new processes that can implement change without approval from the top.

Policies and decisions regarding everyday operations and processes are put in place to ensure the rest of the company follows the direction of the executives or business owners. This type of organization is opposite to the decentralization structure where powers for decision making are more flexible.

The benefits of a centralized organizational structure are very clear cut and to the point because that’s exactly how the model is meant to be. There is little room for error which means the basic processes and more detailed operations are in place. Employees that appreciate this kind of structure don’t favor change and like knowing where they stand in the company.

## The advantage is that with fewer people involved in discussing and deciding on strategy and action, centralized organizations typically react more quickly to a dynamic marketplace, it makes the communication and decision making process much more efficient than in decentralized (*B.S. Ghuman et al).*

## Reduced internal conflict; when decisions are only made at the top, companies experience less conflict and dissent among lower to mid-level employees.

## Control and accountability is made easy since top can reach out to the head buyer to get a sense of what went wrong. This accountability causes top managers to drive each other to peak performance. Roles and responsibilities of employees are well defined; this does not only help workers to be confident but also increases production. Employees Have well-defined roles

Executive director

Sales

Production

Branch manager 3

Branch manager 2

Branch manager 1

Figure2 Centralized structure

# Unitary organization: This is a type of organization whose structure may or not have politics subdivisions and if they do, these subdivisions would never have any constitutional power guaranteeing its right to these powers. Subdivisions are sometimes created and abolished. Hence, these powers can be expanded or narrowed as the leaders of the unitary system wish. As opposed to the unitary political structure, federal political structures have national subdivisions that do have certain constitutional powers protecting their existence (Daniel J. Elazar).

In a **unitary system**, the relationship is largely one-sided, with the central government enjoying almost complete control over their smaller local government entities. In a unitary system, almost all power and responsibility is vested in the central government. Local governments may only exercise power through the central government.

|  |
| --- |
|  |
|  |

There many that practice unitary system of government. An example, is United Kingdom, where supreme political power is held by the Parliament, the legislature of the nation that is located in Great Britain. The other parts of the Kingdom like Northern Ireland, Wales, and Scotland, each have their own local governments. However, they cannot make laws that affect the other parts of the Kingdom or reject to enforce laws made by the Parliament.

CEO

Production

Purchasing

Finance

HR

Sales

Figure3 Unitary structure

**Qn2**. Explain the process of decision making.

The process of decision making is stated as the cognitive process that results in the selection of the course of action or belief among the number of alternatives that are possible to take place. The decision making process helps to make the final choice. It is basically the process of choosing and identifying the alternatives that has been based on the values and vision of the decision maker. Many things depend upon the decision maker and hence it is important to make the things with correct vision and mind set. It is basically the activity of problem solving which gets terminated on finding the solution that should be satisfactory for the problem holder. There are different perspectives through which human performance can be judged. The psychological aspect helps to examine the decision of the individual in the context of the set of needs, values and preferences. Decision making proces**s** is the procedure of identifying a decision, gathering information, and assessing alternative resolutions. These are the steps which if followed will help one to make more deliberate, thoughtful decisions by organizing meaningful information and defining alternatives. Steps for decision making are as explained below (Cindy Dietrich 2010)

**Identify the decision**; In order for you to realize that you need to make a decision, try to clearly de­fine the nature of the decision you are going to make; this can done by recognizing the problem or opportunity and deciding to address it. Determine why this decision will make a difference to your customers or fellow employees.(Amason, 1996).

**Gather relevant information**: Collect some pertinent information before you make your decision so that you can make a decision based on facts and data. This requires making a value judgment, determining what information is relevant to the decision at hand, along with how you can get it. Ask yourself what you need to know in order to make the right decision, and then actively seek out anyone who needs to be involved. This step involves both internal and external work. Some information is internal and can be got through a process of self-assessment. Other information is external and you always get it online, in books and from other people.

**Identify the alternatives**: Once you have a clear understanding of the issue, it’s time to identify the various solutions at your disposal. It’s likely that you have many different options when it comes to making your decision, so it is important to come up with a range of options. You can also use your imagination and additional information to construct new alternatives. This can help you determine which course of action is the best way to achieve your objective (Nutt, 1998)

**Measure the evidence**: Draw on your information and emotions to imagine what it would be like if you carried out each of the alternatives to the end. Evaluate whether the need identi­fied in Step 1 would be met or resolved through the use of each alternative. As you go through this difficult internal process, you will begin to favor certain alternatives; those that seem to have a higher potential for reaching your goal. Finally, put the alternatives in a priority order, based upon your own value system.

**Select among alternatives**: Once you have measured all the evidence, you are ready to select the alternative that seems to be the best one for you (M Lahlou - ‎1993). You may even choose a combination of alternatives. Your choice in selecting among alternatives may very likely be the same or similar to the alternative you placed at the top of your list.

**Take action:** Now you should be ready to take some positive action by beginning to implement the alternative you chose. Next, you’ll need to create a plan for implementation. This involves identifying what resources are required and gaining support from employees and stakeholders. Getting others onboard with your decision is a key component of executing your plan effectively, so be prepared to address any questions or concerns that may arise.

**Review your decision:** In this step, review the results of your decision and evaluate whether or not it has resolved the need you identifi­ed. If the decision has not met the identifi­ed need, you may want to repeat certain steps of the process to make a new decision. For example, you might want to collect more detailed or some different information or explore additional alternatives

**Qn3.** Define an organization.

An organization is a social unit of people, systematically structured and managed to meet a need or to pursue collective goals on a continuing basis. It has a management structure that determines relationships between functions and positions. It is therefore a process of identifying and grouping work to be performed, defining and delegating responsibility and authority and establishing relationships for the purpose of enabling people to work most effectively together in accomplishing objectives. (Schein 2011:10).

Organizations of people come in many forms. They might be a random group of people who spontaneously came together to address a short-term need, such as opening up anew well in community. Or, it might be a carefully collected, aligned and integrated group of people who came together for the long-term to address a long-term need, such as stopping poverty in a certain country.

An organization has mission which determine its purpose of existence and all its people must work towards a common purpose. That purpose is often referred to as the [mission](https://managementhelp.org/strategicplanning/index.htm#anchor323314). The mission might be implied to its members or explicitly expressed to them. When explicitly expressed, it is often in the form of a mission statement. The statement is often reviewed during a process called [strategic planning](https://managementhelp.org/strategicplanning/index.htm).

The organization has an image of what would look like at some point in the future, both for the people that the organizations serves and for the organization itself. It can be very inspirational and motivational to explicitly articulate that vision in a statement like the mission statement during strategic planning and this called vision.

An organization also has [values](https://managementhelp.org/strategicplanning/index.htm#anchor486390) which are the overall priorities in the nature of how the organization desires to work toward its mission. Values may be reflected according to how the people in the organization are basically working together and these might be referred to as real or enacted values. Values can also be about how the organization wants it members to work together. These might be referred to as desired values.

An organization is not only a group of people working to towards a common purpose but also must have a strategic plan. This is a plan that determines exactly where your organization is going over the next few years and how it's going to get there (M Rezvani - ‎2011) A strategic plan is a coordinated and systematic way to develop a course and direction for your company

There several types of organizations and the choice depends on what suits the needs of organization owners. Examples of organizations are bureaucratic, autocrat, diplomatic, divisional, flat and so many others. Organizations are categorized depending on the arrangement of their structure, for instance in Flat organization the senior employees are equal. The idea behind this organizational structure is to reduce bureaucracy so as to empower employees to make decisions, become creative problem solvers, and take responsibility for their actions. Since there are minimal or no levels of middle management, a company that adopts this structure well can end up being more productive by speeding up the decision-making processes.

**Qn4**. Why do people resist change? Explain five circumstances.

**Loss of Job and** f**ormer change experience**: The major reason why people resist change in the workplace is the fear to lose their jobs. Changes in technology, organizational setting, management systems, any process or product change will include streamlining, working smarter, efficiency, faster turnaround times or sometimes reduction in cost. Therefore, these may cause employees to resist the changes that result in their roles being eliminated or reduced and therefore, change is seen to be harmful to their position in the organization. Usually the confidence that employees have with their job determines a portion of their reactions during times of change (Habib & Shah, 2013).

Our attitudes about change are somehow determined by the way we have experienced the change in the past. For instance, if in your organization, you have handled change badly in the past, the employees will have good reasons for resisting other changes.

**Loss of Control** is another reason why employees resist change.Familiar procedures or schedules help workers develop a sense of control over their work environment. Therefore, asked to change the way they do things may make them feel powerless and confused-they think it will slow down the pace of work . People are more likely to understand and implement changes when they feel they have some form of control.

Keeping the doors of communication open and soliciting input, support, and help from employees let them know that their contributions matter. Involve them, elicit their feedback, let them volunteer for participatory roles in the change and all of these, in turn, will help give them a sense of control during periods of change

**Lack of trust and support:** Employees may resist change in the workplace because they don’t trust the intentions and behavior of someone behind the change. There must be a high degree of trust and all employees must be treated with respect and dignity in order to minimize resistance to change.

Ensuring mutual trust and strong support is otherwise the best way when planning for change. If an organization is known for being untrustworthy as seen in the past, there will be no reason for any employee to trust such an organization. Therefore, un trusted changes on the job can cause employees to fear for their roles in the organization. For this reason, a well-planned outplacement support should be in place to manage and assist employees. Employees resist change because they are worried that they may not find another job easily and quickly.

**Poor communication**: Is another vital reason why employees resist change. The communication of change from the start could make or break change. This is because the way in which any change process is communicated to employees within the organization is a critical factor in determining their reactions. If the change agent fails to communicate what, why, how, when, who and what success will look like or how success is going to be measured and benefit everyone then, you expect resistance.

Everyone needs to know why the change is brought especially for those who strongly believe the current way of doing things works well and has been doing well for many years ago. When top management plans and communicates early and effectively with all employees and explains the reasons behind the change, employees will likely to adopt it.

Changes that are mandated with little or no communication, on the other hand, are often poorly received, since employees may feel that the change is just being imposed to them. When it comes to change management there’s no such thing as too much communication. If there is no immediate information to communicate during the change, telling employees that there is no update regarding the ongoing change is communication! You not simply keep quiet; this is also the time to maintain an open door policy regardless of where you are placed in the organization..

**Poor Timing:**This is another viable reason why employees resist change at work. Change must be introduced when there are no other major initiatives going on. Sometimes it is not what a leader does, but it is how, when and why she or he does it that creates resistance to change! Undue resistance can occur because changes are introduced in an insensitive manner or at an awkward time.

Therefore, for any significant organizational change, managers must prepare a comprehensive change strategy from the start to address barriers. If they can’t do it, then, they should delegate or hire a professional change agent to design an effective change management strategy with the help of some of the organizations’ managers.

**Qn5**. Compare and contrast Leadership and Management.

Below are the comparisons between management and leadership of any organization

**Leadership creates a vision, management creates goals.**: Leaders have a picture of what they see as possible and inspire and engage their followers in turning that vision into reality (Rutherford, 1985). They think beyond what other people do. They activate people to be part of something bigger. They know that high-functioning teams can accomplish a lot more working together than individuals working seperately. Managers focus on setting, measuring and achieving goals. They control situations to reach or exceed their objectives.

**Leadership has leaders as change agents; management maintains the status existence:** Leaders embrace change and know that even if things are working, there could be a better way forward. And they know and admit the fact that changes to the system often create waves. Managers stick with what works, refining systems, structures and processes to make them better

**In leadership leaders take risks, management control risk .**

Leaders are willing to try new things even if they may fail miserably. They know that failure is often a step on the path to success. Managers work to minimize risk. They seek to avoid or control problems rather than embracing them.

**Leaders grow personally, managers rely on existing, proven skills:** Leaders mind about if they are not learning something new every day as it may make them fall behind. They remain curious and seek to remain relevant in the changing world of work. They seek out people and information that will expand their thinking. Managers often double down on what made them successful, perfecting existing skills and adopting proven behaviors..

**Leadership builds relationships, management builds systems and processes:** Leaders focus on people, especially all the stakeholders, they need to influence in order to realize their vision. They know who their stakeholders are and spend most of their time with them. They build loyalty and trust by consistently delivering on their promise. Managers focus on the structures necessary to set and achieve goals. They focus on the analytical and ensure systems are in place to attain desired outcomes. They work with individuals and their goals and objectives.

**There is coaching in leadership, management directs:** Leaders know that people who work for them have the answers or are able to find them. They see their people as competent and are optimistic about their potential. They resist the temptation to tell their people what to do and how to do it. Managers assign tasks and provide guidance on how to accomplish them.

**There are followers in Leadership, create fans and in management, there are employees:** Managers have staff who follow directions and seek to please the boss. Leaders have people who go beyond following them; their followers become their raving fans and fervent promoters – helping them build their brand and achieve their goals. Their fans help them increase their visibility and credibility

**Qn6**. Explain how change occurs in an organization.

Change may occur in an organization because of different reasons, some of these include:

**Performance Gaps:** The organization may not be meeting its goals and objectives and it is therefore looking for ways to bridge the gaps in order to improve performance. Gaps may happen because the organization is using employees who lack skills and training. So sending them for training may be the required change.

**New technology**: The organization may have identified some new technologies and more efficient and economical methods to help in better performing of work. For example, the way they produce their products for sell in order to increase efficiency and lower costs.

**Reaction to internal & external pressure:** Management and employees, particularly those in organized unions often exert pressure for change. External pressures come from many areas, including customers, competition, changing government regulations, shareholders, financial markets, and other factors in the organization's external environment.

**Mergers & acquisitions:** Mergers and acquisitions create change in a number of areas often negatively impacting employees when two organizations are merged and employees in duel functions are made redundant.

**Change for the sake of change**: Often times an organization will appoint a new CEO. In order to prove to the board, he is doing something, he will make changes just for their own sake. Or another reason may be because another organization has instituted certain changes so we do the same.

**Planned abandonment:** Changes as a result of abandoning declining products, markets, or subsidiaries and allocating resources to innovation and new opportunities.

**Mission, vision, & strategy:** Organizations should continually ask themselves, "What is our business and what should it be? Answers to these questions can lead to changes in the organization's mission, its vision for the future, and its competitive strategy.

**Human-behavioral changes:** Training can be provided to managers and employees to provide new knowledge and skills, or people can be replaced or downsized. As result of the recent financial crisis, many organizations downsized creating massive unemployment that continues to this day.

**Organizational structure**: Organizations can change the way they are structured in order to be more responsive to their external environment. Again to be more responsive to the marketplace, this also includes where decisions should be made in the organization (centralized or decentralized).

**Organizational culture:** Including management and leadership styles, values and beliefs. Of all the things organizations can change, this is by far the most difficult to undertake.

Change in an organization is conducted following the steps listed below:

**Clearly define the change and align it to business goals.**

It is important that the change agent defines what change is looking for and then conduct a critical review against organizational objectives and performance goals to ensure the change will carry business in the right direction strategically, financially, and ethically. This step can also assist you to determine the value of the change, which will quantify the effort and inputs you should invest.

**Determine impacts and those affected.**

After knowing what you wish to achieve and why, you should then anticipate the impacts of the change at various organizational levels. Review the effect on each business unit and how it flows through the organizational structure to the individual. This information will start to form the blueprint for where training and support is needed the most to mitigate the impacts.

**Develop a communication strategy.**

Although all employees should be taken on the change journey, the first two steps will have highlighted those employees you absolutely must communicate the change to. Determine the most effective means of communication for the group or individual that will bring them on board. The communication strategy should include a timeline for how the change will be incrementally communicated, key messages, and the communication channels and mediums you plan to use.

**Provide effective training.**

Change messages should be accompanied by training messages. It’s important that team know they will receive training to teach the skills and knowledge required to operate efficiently as the change is rolled out. Training could include a suite of micro-learning online modules, or a blended learning approach incorporating [face-to-face training](https://www.pulselearning.com/services/instructor-led-training/) sessions or on-the-job coaching and mentoring.

**Create a support structure.**

It is essential to provide a support structure to assist employees to emotionally and practically adjust to the change and to build proficiency of behaviors and technical skills needed to achieve desired business results. Some change can result in redundancies or restructures, so you could consider providing support such as counseling services to help people navigate the situation. To help employees adjust to changes to how a role is performed, a mentorship or an open-door policy with management to ask questions as they arise could be set up.

**Measure the change process.**

Throughout the change management process, a structure should be put in place to measure the business impact of the changes and ensure that continued reinforcement opportunities exist to build proficiencies. You should also evaluate your change management plan to determine its effectiveness and document any lessons learned.

Unless the behavioral patterns of the employees change, the change will have a little impact on the effectiveness of the organization. Therefore, a commonly accepted model for bringing change in people was suggested by Kurt Lewin in terms of three phase process:

Unfreezing

Though

Change in behavior of people

Change in Organization

Changing

Refreezing

**(a) Unfreezing:**

The reason of unfreezing phase is that the individual is made to realize that his beliefs, feelings and behavior are no longer appropriate or relevant to the current situation in the organization. Once convinced, people may change their behavior. There should be reward for those willing to change and punishment for others may help in this matter.

**(b) Changing:**

When convinced and ready to change, someone under this phase, learns to behave in new ways. He is first given the model in which he is to identify himself. Slowly he will accept that model and behave in the manner suggested by the model. Sometimes the individual is placed in a situation where new behavior is demanded of him if he is to operate successfully.

**(c) Refreezing:**

In refreezing phase, a person has to practice and experiment with the new method of behavior and see that it effectively blends with his other behavioral attitudes. Reinforcement, for creating a permanent set in the individual, is provided through either continuous or step by step.

**Qn7**. Leadership relates to coping with complexity while management is concerned with producing useful change. Explain

Leadership is related to copying with complexity because of the following reasons:

**Acceptance**

It includes the ability to accept confusion, ambiguities and contradictions. Modern organizational life is always few absolutes and many relatives. It’s not about hard or soft data, but both. It’s not about short or long term, but both. It’s not about productivity or creativity but both. And so on. Paradoxes can fuel energy and flexibility and are well suited for handling Complexity.

### Build expertise and real-time communication

Improvisation research shows that the greater the level of expertise, the better the improvisation. There is a caveat, however. In fact expertise drives out improvisation, because individuals and organizations tend to revert to old patterns rather than consider whether new approaches are requisite. Yet, when they do engage in improvisation, expertise is critical. Real-time communication is also essential. Real-time communication means that individuals have access to the right information when they need it.

**Keeping prepared to change personal understanding and expecting surprises**

Back in the seventies a Danish prime minister changed his mind about a strongly exposed political point of view. He explained his turnaround in these simple words “You have a point of view until you take another”. That’s a good mindset in complex conditions because you stay open and ready for new information, different perspectives and opposing points of view. This is an efficient way to work when understanding is more an ongoing process than outcome.

**Ability to be resilient**

In leadership there is need to be flexible. So control what you can, let go what you can’t and know the difference. We might need the illusion of control and often seek it through plans and strategies. Nothing wrong with planning especially if don’t mistaken reality. As simplified expectations of reality, the value of plans might be more about the process than the product.

**Ability to accept partial and temporary truths**

A statistician once said"You don’ have to eat the whole ox to know if it is tough”. In complex situations we may not have the time, money, knowledge or cognitive ability to see the whole picture. Of course in high risk, high stake or otherwise high importance situations, we need to do everything possible to build the best understanding we can. But in other situations, less will do and plausibility will do fine as a substitute for precision.

**Practicing holistic, non-linear thinking**

Look for stories, metaphors, analogies, symbols and archetypes. Human beings developed these tools for capturing complicated concepts through thousands of years, now we need them more than ever. These tools work well as shortcuts for understanding and describing complex matters that often include nonverbal, unspoken or otherwise hard-to-grab aspects.

**Seeking for organizational professional thinking**

High complexity situations are simply too complicated for one mind. Furthermore, the process of socialization that built our professional identity often makes us blind or reluctant to adopt perspectives beyond our profession. If we seek out perspectives, tools and points of view from other professions and departments, we can apply the kaleidoscopic thinking that works well in high complexity situations. But organizational borders, resource battles and deeply embedded paradigms often make this difficult.

**Ability to distribute leadership**

For bigger organizations, leadership is designated and responsibilities are assigned to according to the hierarchy (R Bolden - ‎2011) In this case high level managers allocate duties while lower managers implement activities by controlling, motivating, directing, supervising the subordinates to make sure activities are accomplished. In other words, there is division of labor

Management is concerned with producing useful change as it must make sure that its prepared for the high costs of replacing or buying new equipment or otherwise the process of change is delayed. Study must be done before new systems are purchased because the company may find itself selling the equipment at low cost because it’s been approved not appropriate.

Personal problems of staff must be identified earlier by managers as to why employees may want to resist change (I. Popa, Burds, E, 2014). Mainly the reason for employees to resist change is the fear that you are targeting their income and their job security. So if management does not identify resistance early enough they may not useful change attained.

If employees are worried of their low skills to deal with new equipment, management should be aware and find means of supporting staff either by coaching, sending them for training or hiring a mentor who would give in-service training

Also, management is concerned with producing useful change because it must use participatory approaches where both employees and leadership team are involved in the process of change. Communication is needed to explain what change, why change, who is to be affected and how to support the affected employees so as to build confidence about change for everyone. Failure to communicate well about change will not result into a useful change.

Management also is responsible for developing workplace culture that embraces change as a regular part of the organization business. Therefore, it is necessary that management uses change agencies (M. Dumitrescu, 2014). This is because they have ability to quickly identify the opportunity to change and to persuade other fellow employees about the need for change.

Whenever a change is made it is always important to follow-up after implementation and assess how the change is working and if the change has delivered results intended for. At times changes exceed target expectations however, there are occasions when changes don’t work as planned.  If this happens, management should acknowledge that it didn’t work and make adjustments until the desired result is achieved.

Remove barriers in case there are some standing in the way for change. Sometimes employees encounter barriers when implementing changes.

Barriers can be with other employees, other departments, inadequate training, lacking equipment or supply needs.

Sometimes management also needs to deal with resistant especially if there some difficult employees that may resist change because simply they cannot accept it. It is therefore the duty of management to make it provides a safe environment for those accepting change and deal with those rejecting it.

Management plays a big role in facilitating celebrations for successfully implemented changes. It is important to celebrate change appreciating everyone's efforts. This motivates employees.

# References:

Anderson, P. (1999). Complexity theory and organization science. Organization Science, 10, 216-232.

Avery, G. C. (2005). Understanding Leadership. London: Sage Publications

Bass, B. M. (1981). Stogdill's handbook of leadership (2nd ed.). New York: The Free Press.

Bass, B. M., & Riggio, R. E. (2006). Transformational leadership (2nd ed.). Mahwah, NJ: Lawrence Erlbaum Associates

Beairsto, B. (2003). Multi-dimensional administrative interaction. In Beairsto, B., Klein, M. &. Ruohotie, P. (eds). Professional Learning and Leadersip. Saarijärvi: Research Centre for Vocational Education and Training.

Bennis, W., Nanus, B. (1985). Leaders: four strategies for taking charge. New York: Harper & Row.

Brews, Peter J., and Christopher L. Tucci. "Exploring the Structural Effects of Internetworking." Strategic Management Journal 25, no. 5 (2004): 429–452.

Complex Adaptive Systems (2004). Emergent Leadership: Introduction Leadership and Emergent Organizational Structures. In Complex Adaptive Systems.

Connor Patrick E., Lake Linda K. & Stackman Richard: Managing Organizational Change, 3rd Edition, Praeger Publishers, Westport, 2003.

Cummings, T. G. (1980). Systems theory for organizational development. Chichester, New York: Wiley.

Field, R. H.G. (2002). Leadership defined: web images reveal the differences between leadership and management. Submitted to the Administrative Sciences Association of Canada 2002 annual meeting in Winnipeg, Manitoba,

Fisher, B. A. (1974). Small group decision making. New York: McGraw-Hill.

Hogg, M. A. (2001). A social identity theory of leadership. Personality and Social Psychology Review, 5, 184-200.

Hynes, G.E. 2005. Managerial communication. Strategies and applications. New York: McGraw-Hill.

Kotter, J. P.(1990). Force for change: How leadership differs from management. New York:The Free Press.

Lis T., Tomski P., Bajdor P., 2014, The Optimization of Information Logistics as the Determinant of Competitive Advantage of an Enterprise in Turbulent Environment, “Logistyka”, 5.

Lumpkin, G.T., and Gregory G. Dess. "E-Business Strategies and Internet Business Models: How the Internet Adds Value." Organizational Dynamics 33, no. 2 (2004): 161–173.

McCaffery, P. (2004). The higher education manager's handbook: Effective leadership and management in universities and colleges. London: Routledge Farmer.

Montouri, L.A. 2000. ‘Organizational longevity – integrating systems thinking, learning and conceptual complexity’. Journal of Organizational Change Management, 13(1):21-24.

Northouse, P. G. (2007). Leadership: Theory and Practice. 4th ed. Thousand Oaks, CA: Sage Publications.

Olson, E. E., & Eoyang, G. H. (2001). Facilitating organization change: Lessons from complexity science. San Francisco, CA: Jossey-Bass/Pfeiffer

Rausch E., Anderson Ch. E., 2011, Enhancing Decisions with Criteria for Quality, “Management Decision”, 49.

Reeves M., Love C., Tillmanns P., 2012, Your Strategy Needs a Strategy, “Harvard Business Review”, September.

Rotmans, J., & Loorbach, D. (2009). Complexity and transition management. Journal of Industrial Ecology, 13(2), 184-196. doi: 10.1111/j.1530-9290.2009.00116.x﻿

Santos F.M., Eisenhardt K.M., 2005, Organizational Boundaries and Theories of Organization, „Organization Science”, 16(5).

Schneider, Dan. "It's a Leader's Duty to Manage Change." Business Record (Des Moines). 20 February 2006.

Senior Barbara & Jocelyne Fleming: Organizational Change, 3rd Edition, Pearson Education Limited, Edinburgh Gate, Harlow, England, 2006.

Skinner, C. & Von Essen, L. 1999. The public relations handbook. Johannesburg: Oxford University Press.

Stacey, R.D., Griffin, D. and Shaw, P. (2000) Complexity and Management: Fad or Radical Challenge to Systems Thinking, London, Routledge.

Stewart, D.W. 1996. ‘Market-back approach to the design of integrated communication programmes: A change in paradigm and a focus on determinants of success’. Journal of Business Research, 37(3):147-153.

Ticoll, David. "Get Self-Organized." Harvard Business Review 82, no. 9 (2004): 18–20.

Watson, C. D. & Hoffman, L. R. (2004). The role of task-related behavior in the emergence of leaders: The dilemma of the informed woman. Group and Organization Management, 29, 659-85.

Weick, K. E., & Quinn, R. E. (1999). Organizational change and development. Annual Review of Psychology, 50, 361-386

Zaleznik, A. (1992/1977). Managers and leaders: Are they different? Harvard Busin**e**ss Review, March/April 1992, 70(2), 126-135. First published May/June 1977, 55(3), 67-76.

Zott C., Amit R., 2010, Business model design: An activity system perspective, “Long Range Planning”.