**Diploma in Leadership and Management**

**Final Examination**

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Abstract

Leadership is the art of motivating a group of people to work together towards achieving defined goals. It includes planning, communicating ideas and vision, organizing, motivating, inspiring and directing workers or involved parties with a strategy to meet the company's needs. The differences between a leader and a manager is that leaders coach and manager direct, leaders have fans while managers have employees, leaders create a vision, but managers create goals, leaders are change agents; managers maintain the status quo, leaders are unique, managers copy, leaders are in it for the long haul, managers think short-term, leaders take risks, managers control risk, leaders grow personally, managers rely on existing, proven skills and leaders build relationships, managers build systems and processes. Leaders vary their leadership style in different circumstances if there is need for ownership of decision, plans, goals and new ideas, situation, need for growth of individuals’ strength, structure and mission of organization, creation of fairness, need to encourage behaviors, growing a clear vision, choosing the right members, creating a simple organization, promote a learning culture, curing the major problems, coaching the key players, caring for needs, monitoring the progress. The five leadership theories are: trait theory sometimes called great man theory, situational or contingency theory or contingency, the leader–member exchange theory, path goal theory, transformational leadership theory. The actions that a leader can take to both inspire and motivate their staff are effective communication with his team, sharing the vision, giving positive feedback and learn how to reward his team, encouraging teamwork to boost productivity and providing opportunities for development to his staff members. Skills and techniques that help a leader in leading well are: effective communication, technical skill, decision maker, integrity, delegation, problem solving, team building being compassionate, having vision, strong leadership and negotiation skills. Promotion of creativity and learning, balances complementary strengths, building of trust, improves conflict resolution skills, promotes a wider sense of ownership, encourages healthy risk-taking are the advantages of encouraging teamwork. The following are the benefits of involving others in decision making processes: Project plans reflect organizational needs, building trust, promotes accountability, enables the voices of the stakeholders to be heard, promotes transparency and increases ownership by stakeholders. However, the difficulties of this may be that **many people in a group sometimes decide to go with the flow,** **other people may have a different priority than what the decision requires,** time consuming, **irrelevant opinions and ideas may be got, at times people decide not to share their ideas.** Models developed to explain the process of change management include Lewin’s change management model, Mckinsey 7 s model, Kotter’s change management theory, Nudge theory, Adkar model, Bridges’ transition model and Grief or kübler-ross five stage model. The steps required to transform an organization are defining the change and align it to business goals as well, determining impacts and those affected, develop a communication strategy, plan for effective training, measure the change process, share the business to stakeholders, provide resources and use data for evaluation, plan for the change, communication, monitor and manage resistance, budgeting risks and dependencies and celebrate success. Ensuring employee security, selective hiring, decision-making, high results-based compensation, training by commitment, reducing barriers and sharing key information are the steps required for developing high performance.

1. a. Define leadership and identify three main leadership styles

Leadership is the art of motivating a group of people to work together towards achieving defined goals. It includes planning, communicating ideas and vision, organizing, motivating, inspiring and directing workers or involved parties with a strategy to meet the company's needs.

1. The differences between a leader and a manager.

**Leaders coach and manager direct.**

Leaders know that people who are working for them have the answers or are they able to find them when need arises. They always see their team 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 give guidance on how to accomplish them.

**Leaders have fans while managers have employees.**

Leaders have followers who become their raving fans and zealous promoters, this helps them build their brand and achieve their goals. Their fans help them increase their visibility and credibility. Managers have teams which follow directives and seek to please the boss.

**Leaders create a vision, but managers create goals.**

Leaders create the picture of what they see as possible and inspire and engage their people turning that vision to reality, they think beyond what individuals do. They activate the people to be part of the organization and contribute their share because they know that a high function team can accomplish a lot more working together that autonomous teams. Managers just focus on setting , measuring and achieving goals. They control situations to reach or exceed their objectives.

**Leaders are change agents; managers maintain the status quo.**

Leaders create change that they believe will move the forward the organization. Innovation is their song and they embrace change and know that even if things are working, there could be a better way forward. They understand and accept the fact that changes to the system often create waves. Managers stick with what works, refining systems, structures and processes to make them better.

**Leaders are unique, managers copy**

Leaders are willing to be themselves. They are self-aware and work actively to build their unique and differentiated personal brand. They are comfortable in their own shoes and willing to stand out. They’re authentic and transparent. Managers follow the competencies and behaviors they learn from others and adopt their leadership style rather than defining it.

**Leaders are in it for the long haul, managers think short-term**

Leaders have intentionality. They do what they say they are going to do and stay motivated towards a very distant goal. They remain motivated without receiving regular rewards. Managers work on shorter-term goals, looking for more regular acknowledgment or tributes.

**Leaders take risks, managers 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 know if they aren’t learning something new every day, they aren’t standing still, they’re falling behind. They remain curious and seek to remain relevant in an ever-changing world of work. They seek out people and information that will expand their knowledge. Managers often double down on what made them successful, perfecting existing skills and adopting proven behaviors

**Leaders build relationships, managers build systems and processes.**

Leaders focus on 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.

2. Explain, using examples, why leaders vary their leadership style in different circumstances:

**Need for ownership of decision, plans, goals and new ideas**: If the leader desires his team to adopt and own program plans, goals and decisions or he needs to get new Ideas from the team, he will definitely apply Democratic leadership style because it encourages everyone’s participation through sharing of their own ideas and of which the leader guides them well till a consensus is reached

**Situation:** The situation in which an organization is in matters a lot. At times you find that there is need for flexible leadership depending on the available situation. For example, the leading style for a microfinance institution is not the same for the emergency set up. An organization or a leader must adjust quickly to fit the required development.

**Need for growth of individuals’ strength:** Depending on desired organizational goals, you find there is need for an organization or leader to apply a different style that moves him to focus on identifying and nurturing the individual strengths of some members on his or her team. This helps leaders tofocus on strategies that will enable the team work better together. In this case Coaching- style of leadership is the most suitable.

**Structure and mission of organization:** Some organization come with their internal missions and strategies of achieving them. Rules are pre-set by the top management for people to follow and there is no need of creativity and new innovations from the team, Max Weber in 1947. An example is management in the Military camps.

**Creation of fairness:** If the organization or a leader wants to create fairness and transparence, they will apply Diplomatic leadership style because it encourages representing interests and policies, speaking publicly and resolving conflicts without causing bad feelings to the concerned individuals.

**If there is need to encourage behaviors:** Charismatics leadership style is the most fit for leaders who wish to promote certain behaviors to their followers. It involves **motivating followers to get things done or improve the way certain things are done.  This is accomplished by creating up eagerness in others to achieve a stated goal or vision.** **Example is if the organization wants to maintain employee support,** **provide a good leadership, foster a fun and improved work environment and promote growth opportunities.**

3. Your friend has just been appointed team leader at his place of work. He wants to benefit from your knowledge of leadership. Write short notes on any 8 roles of a team leader for your friend.

**Growing a clear vision**:

As leader he must know where he wants to go and how to reach there and he must know well how to communicate the vision to others for adoption to start working towards that vision

**Choosing the right members**:

Identifying certain key qualities and competencies necessary for the team before hiring them to be part of your organization is a perquisite. There is need to determine what qualities, qualification, character and expectations.

**Creating a simple organization:**  Usually simple structures and organizations increase team effectiveness and allow you to replicate your team anytime you want. It is also important to ask yourself questions like; whom are you accountable? How will you hold your team members accountable? What is expected of each team employee?

**Promote a learning culture:** Leaders are learners and they learn and re-learn. As a leader you must know how you will continue to develop yourself, how will you grow and develop your team members. There is also a need to know how you will encourage life-long learning and personal development.

**Curing the major problems:**

Problems will always occur but how you will address these problem and conflicts on your team matters a lot**.**

**Coaching the key players:**

Every leader must know that every player needs a coach! Have the following questions always in your mind: Who is coaching you? How are you developing your coaching skills? How are you coaching those around you for improvement of their skills?

**Caring for needs:**

Meeting needs facilitates growth for the team. So, it is important to care about your team and provide their genuine needs.

**Monitoring the progress:**

Don’t be so focussed on the big picture that you fail to evaluate progress. How will you celebrate progress? How will you encourage ongoing pursuit of the team goal? How will you deal with failure and setbacks?

4. Write short notes on any five leadership theories

**Trait Theory**

The Great Man /trait theories of leadership states that there are special personal qualities and characteristics that differentiate leaders from non-leaders (Robbins, Judge, & Sanghi, 2007). Strong leaders are identified based on their traits and qualities they display. Leaders like Nelson Mandela from South Africa and Margaret Thatcher from Britain were seen as confident, iron-desired, determined and decisive leaders. Theory assumes that a leader cannot be a normal person and they are different from the average person in terms of personality traits such as intelligence, perseverance, adaptable to situations , alert to social environment, ambitious and achievement oriented, cooperative, self-confident dependable and stress tolerant.

**Situational or Contingency theory**

Contingency/Situational Theory states that at times the success of a leader does not only depend upon the qualities, traits and behavior of a leader but on situations. The context in which a leader exhibits his skills, traits and behaviors matters a lot , because same style of functioning may not be suitable for different situations. Hence the effectiveness of leadership also depends upon situations.

For example, in situations where the leaders are the most knowledgeable and experienced member of a group, an authoritarian style may be most appropriate and In instances where group members are skilled experts, a democratic style would be more effective.

**The leader–member exchange theory**

This theory suggests that leaders develop, select the best employee and make offers and members of team accept or not and that the quality of these leader–member exchange relationships influences subordinates' responsibility, decisions, and access to resources and performance. Relationships are based on trust and respect and are often emotional relationships that extend beyond the scope of employment. Leader–member exchange may promote positive employment experiences and augment organizational effectiveness.

**Path Goal theory**

It suggests that the effective leaders clarify the path to help their followers to move forward from their current position towards achieving the work goals. It is is aid at achieving goals, (Martin Evans and Robert 1970-71). The leader does this by reducing any obstacles that occurs in the path of the followers and makes their journey easier to achieve goals. Therefore, it is the leader’s job to provide the followers with the information, support and other resources, necessary for them to achieve their goals (Robbins, Judge, & Sanghi, 2007).

This theory identifies four types of leadership behavior, namely; directive leader, supportive leader, participative leader and achievement-oriented leader.

**Transformational leadership theory**

It suggests that leader work with teams to identify needed change, creating a vision to guide the change through inspiration, and executing the change in tandem with committed members of a group. Transformational leadership serves to enhance the motivation, morale, and job performance of followers through a variety of mechanisms; these include connecting the follower's sense of identity and self to a project and to the collective identity of the organization; being a role model for followers in order to inspire them and to raise their interest in the project; challenging followers to take greater [ownership](https://en.wikipedia.org/wiki/Ownership) for their work, and understanding the strengths and weaknesses of followers, which allows the leader to align followers with tasks that enhance their performance.

5. A leader will often seek to inspire and motivate their staff. Explain the actions that a leader can take to both inspire and motivate their staff.

The leader can practice effective communication with his team. Good communication is always two-way flow of information and he should make sure that there is a constant flow of communication between him and his staff in order to keep updated with what they need from him and what he needs from them. He should supervise his employees regularly Check in regularly and give them the opportunity to come and talk to him sharing their ideas, opinions and feedback. This will make his employees feel involved in the business and its operations hence motivating them to achieve better results.

The leader should clearly share the vision with his staff and set clear goals to make them aware of the goals thy are working towards. By doing this, he will be encouraging the staff to work together to achieve better results which him and them can easily track progress and can see their success in an evident way, hence increasing productivity and helping staff to feel valued and motivated.

The leader should be able to give positive feedback and learn how to reward his team. [Amy Morin, LCSW](https://www.verywellfamily.com/amy-morin-1094715), 2019 said that the power of positive praise is sometimes overlooked but recognizing and applauding achievement inspires staff members as they can see themselves progressing towards the goals of the company. For instance, when the staff achieve results, its good to thank and tell them why it was a good job and how it helped to benefit the business as a way of motivating them.

He can encourage teamwork to boost productivity because it makes employees feel less isolated and helps them to feel more engaged with their work. The team leader can do this by regularly holding team-building activities and opportunities for his staff members to bond and get to know one another. He should therefore think about this when employing new staff by considering how they will fit into the team and the workplace culture sincework environment has a significant impact on productivity, contentment and creativity.

Damon Burton (2018) stated that Healthy and happy employees are more likely to feel motivated and engaged.

The leader should be able to provide opportunities for development to his staff members. This will make his staff members feel However, these opportunities should be tailored specifically to suit the individual employee and can be in the form of further training, identifying setting challenges and providing solutions, face to face mentoring, teaching and helping them focus on techniques and skills they can use in different positions and encourage them to set themselves learning goals.

6. Leading teams is a core task of organizational leaders. A number of skills and techniques have been identified which will support leaders in this task. Review these skills and techniques.

**Effective communication**Being a good communicator helps a leader to connect with the team at all levels in the organization, therefore the team leader should be able to clearly explain the project goals as well as each member’s responsibilities, expectations and provide or get feedback to and from stakeholders, staff and leaders of other organization. The team leader will therefore act as the team’s link to the larger organization, government and stakeholders where he shares ideas that he scrutinizes before putting them in action

**Technical Skill**

The use of project management software makes work easier and precise for accomplishment of tasks and achievement of goals. It is therefore most preferred to have a team leader with vast technical skills that will help him perform specific jobs accordingly.

**Decision maker**

Another skill a team leader should have is being a good decision-maker. There will always be things to make decisions on in project implementation and the team leader should therefore make quick and safe decisions that accelerate smooth project process and achievement of goals.

**Integrity**  
The qualities of being loyal and honesty in project management is the most powerful and desired skill that most organizational management want to see in day to day management of project activities. Team leaders, are therefore expected to be trustworthy and good examples for others to learn from

**Delegation**  
Being able to trust and delegate workers to do specific jobs means that the team leader demonstrates trust in other staff members through action. This does not only build strong relationship between management and employees but also empowers confidence among employees hence team capacity building, everyone has been skilled to take on tasks through allowing them to practice by delegating them to do things. This easies work and promotes production

**Problem Solving**

Sometimes the team leader encounters problems either team conflicts, stress among staff, external factors or any other challenges and these may put a lot of pressure on the team leader’s confidence and patience. In such circumstance, a good leader should remain calm no matter what circumstances; he should be capable of solving all troubles through sharing ideas with the team or management

**Team Building**

Team building is having the team together for common project objectives. It is therefore important that a team works in unity otherwise the project may face various relationship challenges that might hinder its success. A team leader therefore needs to be a good quality team builder, the ability to keep the sense of team spirit of teamwork among the employees despite the many problems in the project’s execution, is an important skill a team leader should have.

**Compassion**The skill of being compassionate facilitates a leader to know that there will always be life outside the workplace and therefore employees should be assigned work that they afford and to avoid overworking them. This helps a team leader to create a good personal relationship with the team that will in turn serve as means for better outcomes. Having empathy for your team especially knowing what they need and caring for hem is a requirement of a good team leader

**Vision**

The skill of having ability to share the vision with team members, helps the team leader to lead his team to the right direction as well as easily adapt to the changes that come in the way. Leaders with this skill are good at empowering the team to create their own vision, explore what the vision will mean to their jobs and lives, and to imagine their future as part of the vision for the organization.  
  
**Strong leadership and negotiation skills**

The good team leader must have strong leadership qualities such as being able to motivate and drive his team to highest performance in order to achieve goals. Having the capacity to negotiate over certain circumstances to settle and issues and maintain harmony in the team is a perquisite skill.

**b. What are the advantages to an organization of encouraging teamwork?**

**Promotion of creativity and learning**

Teamwork maximizes shared experience in the workplace and helps the team to learn new skills they can use for the rest of their career. There is increased creativity when people work together on a team. Brainstorming ideas as a group prevents hard viewpoints that often come out of working alone and creates more effective selling of ideas and solutions.

What you have learned from your individual experiences is entirely different from your coworkers.

Collaborating on a project creates an enthusiasm for learning that solitary work usually lacks. Being able to share discoveries with the rest of your team excites employees and fosters both individual and team knowledge.

**Balances complementary strengths**

Working as a team lets employees build on the talents of their workmates. While your strength may be creative thinking, a co-worker might be good in organization and planning. Therefore, never hesitate to share your abilities with the team.

Often, a team works well together because team members rely on each other to bring individual talents to the table. By observing the process behind these skills, you can learn how to combine your gifts and become a stronger team.

**Building of trust**

Depending on others builds trust, and teamwork establishes strong relationships with coworkers. Despite occasional disagreements, an effective team enjoys working together and shares a strong bond. When you put your trust in a workmate, you are establishing the foundation of a relationship that can endure minor conflicts.

Trusting your teammates also provides a feeling of safety that allows ideas to emerge and this helps employees to open and encourage each other. Without trust, a team crumbles and cannot succeed on assigned projects. Open communication is key when working on a team and produces effective solutions in difficult group projects.

**Improves conflict resolution skills:**

Conflicts will inevitably happen when different people are together in a group. Employees come from varied backgrounds and have different work styles and habits. While these unique viewpoints create the most successful work, they can also generate resentment that quickly turns into conflict.

When conflict arises in teamwork situations, employees are forced to resolve the conflicts themselves instead of turning to management. Learning conflict resolution firsthand is a skill that employees can use to become efficient managers down the road.

**Promotes a wider sense of ownership:**

Team projects encourage employees to feel proud of their contributions. Working together towards achieving company goals allows employees to feel connected to the company and this builds loyalty, leading to a higher level of job satisfaction among employees.

Teamwork is not just helpful for employees, but It benefits the employer in the long run as well. Employees that connect directly with their workplace are more likely to stay with the company.

**Encourages healthy risk-taking:**

They say it hurts most when man suffers alone; an employee working solo will take a full blame when project fails while he may not get full credit for a successful team project but working with other spreads out the responsibility for a failed assignment. Teamwork allows employees the freedom to think outside the box.

1. Using relevant examples:

(a) Assess the benefits of leaders involving others (from within and outside the organization) in shaping decisions.

**Project plans reflect organizational needs:** Involving others increases sharing of each one’s ideas and allows acquiring of vast knowledge to ensure that the project plans are a reflection of the real needs and priorities.

**Builds trust:** By involving internal and external people, the leader displays confidence and transparency which enable others to open up and propose their ideas. This builds strong trust since everyone is involved and things are done basing on their decisions. Any mistake is owned by all because it is from their thoughts.

**Promotes accountability**: The more people are involved in decision making process, the more they own they own made decisions and act to make sure their decisions are implemented. Makes the project accountable to

* Enables the voices of the stakeholders to be heard and by doing that the level of trust in the relationships increases.
* Promotes transparency in the actions of the project and ensures that the project is held accountable for its actions.
* Increases ownership by stakeholders who feel the project is taking in account their views and motivates them to sponsor the project, which ultimately leads to sustainability.
* Is a key strategy to win support to the project, to gain commitment to the project, and ultimately to increase the chances for sustainability after the project has been completed.

(b) Discuss how this can best be done and the difficulties that might be encountered.

Involving others in shaping the decisions of organization can be done better by sharing information like progress reports, budgets, workplan, vision, barriers, and strategic plan to respective levels of stakeholders accordingly. Also, the information can be disseminated through conducting seminars, workshops and meetings where respective stakeholders are involved for sharing their opinions and ideas.

The difficulties that may be encountered are as indicated below:

**Many people in a group sometimes decide to “go with the flow.”**  
The most known problem with the group decision-making process is that team members can decide that their top priority is to avoid conflict instead of fighting for their ideas. This disadvantage can quickly lead to a problem that is call “group think.” You can spot it happening when the loudest voice in the room is the one getting all of the ideas to pass. Discussions don’t need bullies to create a successful outcome. An organization needs people to be brave enough to support their concepts while providing evidence that it could be a meaningful solution.

**Other people may have a different priority than what the decision requires.**  
Making decisions in a group creates many ideas that come up for discussion. It is not unusual for everyone to focus on a specific number of them, sometimes just 1-2 alternatives, instead of trying to look at the bigger overall picture. Their focus can be based on what their best interests are in that situation, the popularity of the people proposing the idea, or other factors that may not be consequential to the final result. This problem can result to a limitation of choices instead of an expansion of them. Groups can find themselves stuck to only a few ideas because of their stubbornness. It is a process which results in less efficiency instead of more when it happens.

**Time consuming**  
It takes more time for many people to reach the consensus than if it was up to just one supervisor to make decision. Every member of the group adds a time need to the decision-making process. So, the more members you have to consult the more time it takes. When you have a lot of time available before a decision must be made, then engaging with the entire group can create many advantages. If you need to reach a conclusion rapidly, then an individual choice instead of a group one is a better solution to pursue.

**Irrelevant opinions and ideas may be got**

Everyone will come up with their unique ideas on encouraging a group discussion. This process can provide several benefits, but it can also turn into a choice where each person works harder at protecting their best interests instead of promoting the general welfare of the team. It is a disadvantage that can highlight the disparities found in the group, which can eventually lead to a reduction in efficiencies or quality in the final choice. Sometimes people bring ideas that they think are based on expertise but are really evidence of a lack of knowledge. You can have people fighting for irrelevant opinions that have nothing to do with the subject at hand because everyone thinks that their stance is the correct one.

**At times people decide not to share their ideas**

There are times when people decide to remain silent during the meeting because they have nothing that they want to add to the conversation. This problem creates a room full of silence where the leader is still expected to come up with the final decision.

Some team members might decide to stay silent because of social pressures as well. It can be a negative component of this process that can lead teams toward the wrong decision because there are too many loud voices that drown out the softer, quieter tidbits of expertise that get shared.

1. A number of models have been developed to explain the process of change management. Discuss these models.

**Lewin’s Change Management Model**

Lewin’s Change Management Model is one of the most popular and effective models that make it possible for us to understand organizational and structured change. This model was designed and created by Kurt Lewin in the 1950s, and it still holds valid today. Lewin’s model consists of three main stages which are: unfreeze, change and refreeze as indicated below: **Unfreeze**: The first stage of the process of change according to Lewin’s method involves the preparation for the change. This means that at this step, the organization must get prepared for the change and also for the fact that change is crucial and needed. This phase is important because most people around the world try to resist change, and it is important to break this status quo. The key here is to explain to people why the existing way needs to be changed and how change can bring about profit. This step also involves an organization looking into its core and re-examining it.

* **Change or movement**: This is the stage where the real transition or change takes place. The process may take time to happen as people usually spend time to embrace new happenings, developments, and changes. At this stage, good leadership and reassurance is important because these aspects not only lead to steer forward in the right direction but also make the process easier for individuals who are involved in the process. Communication and time are the keys for this stage to take place successfully.
* **Refreeze**: Once change has been accepted, embraced and implemented by people, the company is now starting to become stable again and that’s the reason why the stage is referred to as refreeze. This is the time when the staff and processes begin to refreeze, and things start going back to their normal pace and routine. It is at this step that the company requires to help people to make sure changes are used all the time and implemented even after the objective has been achieved. Now with a sense of stability, employees get comfortable and confident of the acquired changes.

**McKinsey 7 S Model**

McKinsey 7-S framework model was created by consultants working for McKinsey & Company in the 1980s and it features seven steps or stages for managing change as shown below:

* **Strategy**; Strategy is the plan created to be able to compete and obtain the goals. This is the first stage of change according to McKinsey’s 7-S framework and involves the development of a step-by-step procedure or future plan.
* **Structure**; This is the stage that relates to the way in which the organization is divided or the structure it follows.
* **Systems**; This stage displays the streamlined way of how activities are performed in order to accomplish goals.
* **Shared values**; Shared values refer to the core or main values of an organization according to which it runs or works.
* **Style**; This is leadership way in which the changes and leadership are adopted or implemented.
* **Staff**; The staff refers to the workforce or employees and their working capabilities.
* **Skills**; This is the capabilities and other skills that the employees of the organization will apply to perform tasks assigned to them by the leaders of the organization.

The advantage of this model is it suggests ways and methods to understand an organization and get a deep insight into the way it works, it combines both the emotional and practical components of change that is something that is important to create ways to enable employees deal with transition easily and it considers all parts to be important and equally worth addressing and thus does not leave out some aspects that may be of importance. The disadvantages it is complex compared to the others and the organizations that have used this model have experienced more cases of failure.

**Kotter’s change management theory**

Kotter’s change management theory is the most well-liked adopted model in the business world. The theory was developed by John P. Kotter, who was business School Professor at the Harvard University. Kotter divided his theory into eight stages and each stage focuses on a key principle that is related with the response of people to change.

**Stages of Kotter’s change management theory**

* **Increase urgency**: This step involves creating a sense of urgency among the people to motivate them to move forward towards objectives.
* **Build the team**: This stage change is related with getting the right people on the team by selecting a mix of skills, knowledge and commitment.
* **Get the vision correct**: This stage is concerned to creating the correct vision by taking into account, not the just strategy but also creativity, emotional connect and objectives.
* **Communicate**: Kotter suggests that communication with people regarding change and its need is also an important part of the change management theory.
* **Get things moving**: Kotter suggested that in order to get things moving or empower action, one needs to get support, remove the roadblocks and implement feedback in a constructive way.
* **Focus on short term goals**: Focusing on short term goals and dividing the ultimate goal into small and achievable parts is a good way to achieve success without too much pressure.
* **Don’t give up**: Persistence is the key to success, and it is important not to give up while the process of change management is going on, no matter how tough things may seem.
* **Incorporate change**: Besides managing change effectively, it is also important to reinforce it and make it a part of the workplace culture.

The advantage of this model is that steps are easy to follow and the disadvantage is that you cant jump any step which may be time consuming.

**Nudge Theory**

Nudge Theory is an idea that finds use in behavioral science, economics, and political theory but can be applied to change management in organizations. According to Cass R. Sunstein and Richard H, nudging someone or encouraging and inspiring him to change is the basic essence of this theory. This theory can be useful in exploring and understanding existing influences and also explaining about them to either eliminate them or change them to an extent where positives may begin to be derived.

This theory mainly seeks is to work upon the management and identifying influences on human behavior that lead to the changing people. It focuses on the design of choices which is responsible for directing our preferences and influencing the choices that we make. The beauty with this theory is that things done are tailored to people think and decide and it discourages traditional change methods like punishment enforcement and direct instructions.

**ADKAR model**

ADKAR model or theory of change is a goal-oriented tool or model which makes it possible for the various change management teams to focus on those steps or activities that are directly related to the goals it wants to reach to. The goals, as well as the results derived and defined using this model, are cumulative and in a sequence. This means that while using this model, an individual must get each of the outcomes or results in a certain orderly fashion so that the change can be sustained and implemented. The model can be used by managers of change to find out the various holes or gaps in the process of change management so that effective training can be offered to the employees. The following are some of the things for which this model can be used:

* To provide help and support to employees to go through the process of change or transitioning while the change management is taking place.
* To diagnose and treat the resistance shown by employees towards change.
* To come up with a successful and efficient plan for the professional as well as personal improvements of employees during the change.

**ADKAR Model** basically stands for

* **Awareness** – of the need and requirement for change
* **Desire** – to bring about change and be a participant in it
* **Knowledge** – of how to bring about this change
* **Ability** – to incorporate the change on a regular basis
* **Reinforcement** – to keep it implemented and reinforced later on as well.

**Benefits of ADKAR Model**

* The model offers the capability of Identification and evaluation of the reasons why changes made are not working and why desired results are not being obtained.
* The model makes it possible for one to break the changes into different parts and then figure out the point where change may not be as effective as planned.
* It offers both business dimension of change as well as people dimension of change.

**Bridges’ Transition Model**

William Bridges developed this model and this theory that concentrates and focusses upon transition and not change as such. The difference between transition and change may be indirect, but it is important to understand it. Where transition on one hand is internal, change on the other is something that happens to people, even when they don’t realize it. Transition is something that happens to people when they are going through the change. Change can be instant; transition may take time. The model focuses on three main stages that are given as follows:

**Ending, losing, and letting go**: This stage relates what happens to people the first time they are introduced to change; they can enter this first stage that is marked with resistance and emotional discomfort. Some of the emotions experienced at this stage include fear, resentment, anger, denial, sadness, frustration and most of all-disorientation. One has to realize that he/she is coming near to a certain end so as to accept new beginnings.

**The neutral zone**: This is the stage of uncertainty, impatience, and confusion. This stage can be considered as the bridge between the old and the new when people are still attached to the old but trying to adapt to the new. This stage is associated with low morale and reduced productivity, and one may experience anxiety and as well when going through this stage. But despite this, the neutral zone may also include innovation, renewal and a burst of creativity.

**The new beginning**: When the neutral phase is passed through support and guidance, the stage of acceptance is reached with willingness. At this level, people begin to embrace the change and understand its importance. They are beginning to build the skills needed to reach the new goals and may start to experience benefits of the change already. It is associated with high levels of energy, new commitment and a zest to learn.

**Grief or Kübler-Ross Five Stage Model**

This model was developed by Elisabeth Kübler-Ross on researching on the dying and death. Thi model is also called Grief Model because it is related to various emotional states and stages a person goes through when he/she discovers that he/she may be nearing to the end. However, this model can also be applied to other life situations such as loss of job, changes in work and other less serious health conditions. The model helps to understand and deal with personal trauma and has been widely accepted worldwide. It has the following stages:

**Denial**: This is the first stage of the model when one is unable to accept the news. It is a way defense that a person tends to create due to the inability to accept the news. One may experience shock as well as a sense of numbness during this stage and this happens because every person shows resistance towards change and may not want to believe what is happening.

**Anger**: When the news gets absorbed, then the first reaction is anger. The denial converts into anger when one realizes that the change will affect them and is for real. One starts looking for someone to blame during this stage. For different people, there can be different ways of directing anger.

**Bargaining**: The next step or stage involves bargaining to avail the best possible solution out of the situation or circumstance. Bargaining is a way for people to avoid ending up with the worst-case scenario and is a natural reaction to avoid the extreme change.

**Depression**: When one understands that bargaining is not working, he may end up getting depressed and may lose all faith. This is the phase when one is not bothered by anything and moves into a sad and hopeless state of mind.

**Acceptance**: When one realizes that there is no point in being depressed or fighting change, he may finally accept what is happening and may begin to resign to it. There are different ways in people handle this stage. While some may begin to explore the options left with them to make the most of the situation, others may just feel that no option is left for them and may just resign to destiny.

1. Describe the steps required to transform an organization.

**Clearly define the change and align it to business goals as well;** This will help to determine the value of the change; quantify the efforts, inputs you should invest and what you want to achieve. Defining the required change triggers to conduct a critical review against organizational objectives and performance goals to ensure the change will carry the business in the right direction strategically, financially, and ethically. Usually you must think about what needs to change and why should there be a change.

**Determine impacts and those affected;** After you have determined reasons for change, you now want to know the impacts of the change at various organizational levels. Assess the effect on each business unit and how it falls in the organizational structure to the individual. The review should look at what impact is likely to come, who is going to be affected and how the change will be welcomed. This information will lead to the formation of the blueprint for where training and support is needed to mitigate the impacts.

**Develop a communication strategy;** Although all employees should be told about the change, 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 team that will bring them on board. The communication strategy should include a timeline for how the change will be slowly communicated, key messages, and the communication channels and mediums you plan to use.

**Plan for effective training;** Change comes with new ways of doing things and of which your team is not familiar with**.** It’s a perquisite that your people know they will receive training; structured or informal to teach the skills and knowledge required to operate efficiently as the change is introduced. Training may be of micro-learning online modules, or face-to-face training sessions or on-the-job coaching and mentoring by the change experts.

**Implement a support structure;** Identifying what type of support is needed for the team and providing a support structure is essential 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. Support like counseling services to help people navigate the situation may be needed because change may result into loose of hope or self dislike.

**Measure the change process;** Plan to put a structure in place for measuring 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 lessons learned, whether the change has helped achieving business goals, and looking at what could have been done differently to be improved. Knowing what to improve creates a solid foundation for clarity, ease, and successful implementation.  
   
**Share the business to stakeholders**; There are several layers of stakeholders that include superior management who both direct and finance the endeavor, champions of the process, and those who are directly charged with instituting the new standard. All have different expectations and experiences of which they may want to share their views on day today running of projects. The process of onboarding the different constituents varies with each change framework, but all provide plans that call for the time, patience, and communication.

**Provide resources and use data for evaluation**: As part of the planning process, resource identification and funding are important elements. They may include infrastructure, equipment, and software systems. Also consider the tools needed for carrying out retraining processes. Many models identify data gathering and analysis as an underutilized element. The clarity of clear reporting on progress allows for better communication, proper and timely distribution of incentives, and measuring successes and milestones.

**Plan for the change**; This is the "roadmap" which clarifies the beginning, the direction to be taken, and the destination”. Ani Alexander said. Also, you integrate resources to be leveraged, the scope or objective, and costs into the plan. A critical element of planning is providing a multi-step process rather than sudden, unplanned "sweeping" changes. This involves outlining the project with clear steps with measurable targets, incentives, measurements, and analysis.  
   
**Communication**: Providing clear and open lines of communication throughout the process is a critical element in all change modalities. The methods advocate transparency and two-way communication structures that provide avenues to vent frustrations, praise what is working, and seamlessly change what doesn't work.  
   
**Monitor and manage resistance, budgeting risks and** **dependencies:** Whileresistance is know to be a normal part of change management, it can threaten the success of a project. Usually, resistance occurs because of fear of the unknown things. It also occurs because there is a fair amount of risk associated with change; the risk of impacting dependencies, return on investment risks, and risks associated with allocating budget to something new. Anticipating and preparing for resistance by arming leadership with tools to manage it will aid in a smooth change process.

# **Celebrate Success**: Recognizing milestone achievements is an essential part of any project. When managing a change through its lifecycle, it’s important to recognize the success of teams and individuals involved. This will help in the adoption of both your change management process as well as adoption of the change itself.

1. Discuss the steps required in developing a high-performance work system

**Ensuring employee security**

Organizations which practice the downsizing and hiring part-time and contract employees to avoid creating obligations to employees have rarely created new wealth or improved the long-term bottom line of their organizations. Employment security policies that demonstrate a commitment to employees and their welfare work best when combined with the careful selection and hiring of employees who fit the needs of organizations and who match their job requirements should be put in place and implemented.

**Selective hiring**

Careful identification of attributes like character, respect for others, and a service orientation that do not change improves employee retention and long-term evaluation of new hires needs that organizations are careful in identifying the critical skills and attributes of their employees in the first place. When hiring, make sure the candidate is fit, he or she must fit requirements of the job and this will make more sense than simply hiring candidates with the best academic documents. Citeman (2010)

**Decentralized decision-making**

A compelling body of evidence about organizations that excel in providing great service confirms that decentralizing decision-making and empowering employees can pay off with increased customer satisfaction and higher profits. Training employees can lead to greater initiative, but effective self-managed teams require extensive training, accountability in reporting the progress of assignments, and ongoing support to optimize their effectiveness.

**High results-based compensation**

Developing a compensation system that rewards employees at all levels when the organization succeeds promotes commitment to shared goals and increases employee awareness of their roles in contributing to profitability. Compensating employee’s contingent upon organization performance is most effectively adopted as part of a high-performance culture because it incorporates profit sharing throughout an organization, and it motivates employees since they know that they will share in the fruits of their work.

**Training by commitment**

Training employees in how to resolve problems, to take responsibility for quality, and to take the initiative in suggesting changes in organization work methods demonstrates trust in the quality of employees hired and an acknowledgement of employee buy-in to a results-based compensation program. Team training increases ownership of employees to the organization, commitment and ability to contribute to the achievement of critical organizational goals. Ros Cardinal (2018).

**Reduce barriers**

Reducing barriers is key in developing organizations. Great organizations reduce barriers by building high trust cultures by nurturing and developing people rather than controlling them. Treating employees like valued partners by reducing status barriers, by empowering employees, and by treating employees with dignity and respect builds trust and commitment.

**Sharing key information**

By sharing of financial, strategic, and performance information, you are conveying to employees that they are trusted partners who can utilize this important information to assist their organization to achieve its goals, **William Johnson (2017).** Highly motivated and well-trained employees need information to be able to contribute to their organization’s success. Sharing information and providing the training in how to use it to achieve goals makes implicit sense, yet many traditional organizations refuse to do either and pay the price in lost opportunities and reduced trust.

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