

LEADERSHIP

Meaning:

Leadership is the ability to build up confidence and zeal among people and to create an urge in them to be led. To be a successful leader, a manager must possess the qualities of foresight, drive, initiative, self-confidence and personal integrity. Different situations may demand different types of leadership. In other words, leadership is the activity of influencing people to strive willingly for group objectives.

Definitions

Koontz and O' Donnel "Leadership is the ability of a manager to induce subordinates to work with confidence and zeal".

George R Terry "Leadership is the activity of influencing people to strive willingly for group objectives".

Nature and Characteristics of Leadership

An analysis of the definitions cited above reveals the following important characteristics of leadership.

1. Leadership is a personal quality.
2. It exists only with followers. If there are no followers, there is no leadership?
3. It is the willingness of people to follow that makes a person a leader.
4. Leadership is a process of influence. A leader must be able to influence the behaviour, attitude and beliefs of his subordinates.
5. It exists only for the realization of common goals.
6. It involves readiness to accept complete responsibility in all situations.
7. Leadership is the function of stimulating the followers to strive willingly to attain organizational objectives.
8. Leadership styles do change under different circumstances.
9. Leadership is neither bossism nor synonymous with management.

Leadership Styles(TYPES):

1. Autocratic Leadership

Autocratic leadership style is centered on the boss. In this leadership the leader holds all authority and responsibility. In this leadership, leaders make decisions on their own without consulting subordinates. They reach decisions, communicate them to subordinates and expect prompt implementation. Autocratic work environment does normally have little or no flexibility.

In this kind of leadership, guidelines, procedures and policies are all natural additions of an autocratic leader. Statistically, there are very few situations that can actually support autocratic leadership.

Some of the leaders that support this kind of leadership include: Albert J Dunlap (Sunbeam Corporation) and Donald Trump (Trump Organization) among others.

2. Democratic Leadership

In this leadership style, subordinates are involved in making decisions. Unlike autocratic, this leadership is centered on subordinates' contributions. The democratic leader holds final responsibility, but he or she is known to delegate authority to other people, who determine work

projects. The most unique feature of this leadership is that communication is active upward and downward. With respect to statistics, democratic leadership is one of the most preferred leadership, and it entails the following: fairness, competence, creativity, courage, intelligence and honesty.

3. Strategic Leadership Style

Strategic leadership is one that involves a leader who is essentially the head of an organization. The strategic leader is not limited to those at the top of the organization. It is geared to a wider audience at all levels who want to create a high performance life, team or organization.

The strategic leader fills the gap between the need for new possibility and the need for practicality by providing a prescriptive set of habits. An effective strategic leadership delivers the goods in terms of what an organization naturally expects from its leadership in times of change. 55% of this leadership normally involves strategic thinking.

4. Transformational Leadership

Unlike other leadership styles, transformational leadership is all about initiating change in organizations, groups, oneself and others.

Transformational leaders motivate others to do more than they originally intended and often even more than they thought possible. They set more challenging expectations and typically achieve higher performance.

Statistically, transformational leadership tends to have more committed and satisfied followers. This is mainly so because transformational leaders empower followers.

5. Team Leadership

Team leadership involves the creation of a vivid picture of its future, where it is heading and what it will stand for. The vision inspires and provides a strong sense of purpose and direction. Team leadership is about working with the hearts and minds of all those involved. It also recognizes that teamwork may not always involve trusting cooperative relationships. The most challenging aspect of this leadership is whether or not it will succeed. According to Harvard Business Review, team leadership may fail because of poor leadership qualities.

6. Cross-Cultural Leadership

This form of leadership normally exists where there are various cultures in the society. This leadership has also industrialized as a way to recognize front runners who work in the contemporary globalized market.

Organizations, particularly international ones require leaders who can effectively adjust their leadership to work in different environs. Most of the leaderships observed in the United States are cross-cultural because of the different cultures that live and work there.

7. Facilitative Leadership

Facilitative leadership is too dependent on measurements and outcomes – not a skill, although it takes much skill to master. The effectiveness of a group is directly related to the efficacy of its process. If the group is high functioning, the facilitative leader uses a light hand on the process.

On the other hand, if the group is low functioning, the facilitative leader will be more directives in helping the group run its process. An effective facilitative leadership involves monitoring of group dynamics, offering process suggestions and interventions to help the group stay on track.

8. Laissez-faire Leadership

Laissez-faire leadership gives authority to employees. According to Azcentral, departments or subordinates are allowed to work as they choose with minimal or no interference. According to research, this kind of leadership has been consistently found to be the least satisfying and least effective management style.

9. Transactional Leadership

This is a leadership that maintains or continues the status quo. It is also the leadership that involves an exchange process, whereby followers get immediate, tangible rewards for carrying out the leader's orders. Transactional leadership can sound rather basic, with its focus on exchange. Being clear, focusing on expectations, giving feedback are all important leadership skills. According to Boundless.com, transactional leadership behaviors can include: clarifying what is expected of followers' performance; explaining how to meet such expectations; and allocating rewards that are contingent on meeting objectives.

10. Coaching Leadership

Coaching leadership involves teaching and supervising followers. A coaching leader is highly operational in setting where results/ performance require improvement. Basically, in this kind of leadership, followers are helped to improve their skills. Coaching leadership does the following: motivates followers, inspires followers and encourages followers.

11. Charismatic Leadership

In this leadership, the charismatic leader manifests his or her revolutionary power. Charisma does not mean sheer behavioral change. It actually involves a transformation of followers' values and beliefs.

Therefore, this distinguishes a charismatic leader from a simply populist leader who may affect attitudes towards specific objects, but who is not prepared as the charismatic leader is, to transform the underlying normative orientation that structures specific attitudes.

12. Visionary Leadership

This form of leadership involves leaders who recognize that the methods, steps and processes of leadership are all obtained with and through people. Most great and successful leaders have the aspects of vision in them.

However, those who are highly visionary are the ones considered to be exhibiting visionary leadership. Outstanding leaders will always transform their visions into realities.

LEADERSHIP TRAITS:

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- **Justice** - Justice is defined as the practice of being fair and consistent. A just person gives consideration to each side of a situation and bases rewards or punishments on merit.
- **Judgment** - Judgment is your ability to think about things clearly, calmly, and in an orderly fashion so that you can make good decisions.

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- **Dependability** - Dependability means that you can be relied upon to perform your duties properly. It means that you can be trusted to complete a job. It is the willing and voluntary support of the policies and orders of the chain of command. Dependability also means consistently putting forth your best effort in an attempt to achieve the highest standards of performance.
- **Initiative** - Initiative is taking action even though you haven't been given orders. It means meeting new and unexpected situations with prompt action. It includes using resourcefulness to get something done without the normal material or methods being available to you.
- **Decisiveness** - Decisiveness means that you are able to make good decisions without delay. Get all the facts and weight them against each other. By acting calmly and quickly, you should arrive at a sound decision. You announce your decisions in a clear, firm, professional manner.
- **Tact** - Tact means that you can deal with people in a manner that will maintain good relations and avoid problems. It means that you are polite, calm, and firm.
- **Integrity** - Integrity means that you are honest and truthful in what you say or do. You put honesty, sense of duty, and sound moral principles above all else. Integrity is doing the right thing, all the time, regardless of personal cost or credit to you.
- **Endurance** - Endurance is the mental and physical stamina that is measured by your ability to withstand pain, fatigue, stress, and hardship. For example, enduring pain during a conditioning march in order to improve stamina is crucial in the development of leadership.
- **Bearing** - Bearing is the way you conduct and carry yourself. Your manner and posture should reflect alertness, competence, confidence, and control.
- **Unselfishness** - Unselfishness means that you avoid making yourself comfortable at the expense of others. Be considerate of others. Give credit to those who deserve it.
- **Courage** - Courage is what allows you to remain calm while recognizing fear. Moral courage means having the inner strength to stand up for what is right and to accept blame when something is your fault. Physical courage means that you can continue to function effectively when there is physical danger present.
- **Knowledge** - Knowledge is the understanding of a science or art. Knowledge means that you have acquired information and that you understand people. Your knowledge should be broad, and in addition to knowing your job, you should know your unit's policies and keep up with current events.
- **Loyalty** - Loyalty means that you are devoted to your God, your country, your unit, and to your seniors, peers, and subordinates. The motto of the Marine Corps is Semper Fidelis (Always Faithful). You owe unwavering loyalty up and down the chain of command, to seniors, subordinates, and peers.
- **Enthusiasm** - Enthusiasm is defined as a sincere interest and exuberance in the performance of your duties. If you are enthusiastic, you are optimistic, cheerful, and willing to accept the challenges.

Qualities of an Effective Leader

Quality # 1. Intelligence:

Leaders have higher level of intelligence than average people. Intelligence is mental ability to think scientifically and analyse accurately the problems arising before a person.

Quality # 2. Physical attributes:

Physical attributes and maturity level of determine personality of a person and hence an important factor in success of leadership.

Quality # 3. Maturity:

A leader should have high emotional stability and cool temperament. He needs high degree of tolerance. He should also welcome ideas of other people and have a sense of social maturity.

Quality # 4. Vision and foresight:

Vision and foresight, that is, being able to articulate future is the quality of good leader. A leader should be able to state concretely, what success will look like and how their organisation will get there.

Quality # 5. Motivation:

A leader must understand what motivates people. Simple, but too often ignored motivators include; praise (tell people they've done a job well – it is hard to overdo this one!), appreciation (a simple “thank you” will earn respect), and recognition (awards, credit on a report, a letter of commendation). Learning to give positive feedback is crucial. Team building exercises are a great way to build enthusiasm and cooperation.

Quality # 6. Responsibility:

A reliable leader should take responsibility for the consequences of his actions. He should be aware of the duties and obligations of the position he holds.

Quality # 7. Open mind:

A leader should absorb and adopt new ideas according to the situation. He should accommodate all viewpoints and alter his decision, if necessary.

Quality # 8. Self-confidence:

A good leader should have confidence whenever he initiates any course of action. Self-confidence is essential to motivate the followers and boost their morale.

Quality # 9. Human relations attitude:

A successful leader always tries to develop social understanding with other people. He is constantly busy achieving voluntary cooperation of the followers.

Quality # 10. Empower:

An effective leader must be able to empower others. He should teach people how to accomplish a task—and not do it for them (even if he can do it faster or better). Leader should tell people what he expects from them, give them the tools they need to succeed, and then get out of their way. He should learn to listen; nothing is more empowering than being heard.

Quality # 11. Trustworthy and honest:

A leader must be trustworthy and honest. No one will follow a dishonest or unfair leader with enthusiasm. Actions speak much louder than words.

Quality # 12. Risks:

Leaders must be willing to take risks. If they do things the way they've always been doing, they will always get what they had before. Leaders should also reward risk-taking in others.

Quality # 13. Focus and follow-through:

A leader should be able to focus and follow through. This involves setting priorities and doing what he says he will. Knowing what to do and then doing it (or delegating it to someone who will make it happen) is a critical leadership trait.

Quality # 14. Humour:

The ability to laugh at oneself demonstrates self-knowledge and is the easiest way to bring others along with him. Humour is a great tension breaker but inappropriate if used to belittle someone.

15. Non-coercive influence:

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Though leaders can influence the behaviour subordinates by offering rewards and penalties for good and bad behaviour, good leaders normally use non-coercive influence to achieve individual and organisational goals.

Traits theory

Trait theory of leadership differentiate leader from non leader by focusing on personal quality and characteristics

The trait model of leadership is based on the characteristics of many leaders – both **successful** and **unsuccessful** – and is used to **predict leadership effectiveness**. The resulting lists of traits are then compared to those of potential leaders to assess their **likelihood of success or failure**. Scholars taking the trait approach attempted to identify **physiological** (appearance, height, and weight), **demographic** (age, education and socioeconomic background), **personality** (self-confidence, and aggressiveness), **intellective** (intelligence, decisiveness, judgment, and knowledge), **task-related** (achievement drive, initiative, and persistence), and **social characteristics** (sociability and cooperativeness) with leader emergence and leader effectiveness. Successful leaders definitely have **interests, abilities, and personality traits** that are different from those of the less effective leaders. Through many researches conducted in the last **three decades of the 20th century**, a set of core traits of successful leaders have been identified. These traits are not responsible solely to identify whether a person **will be a successful leader or not**, but they are essentially seen as preconditions that endow people with leadership potential. Among the core traits identified are:

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- ❖ **Achievement drive:** High level of effort, high levels of ambition, energy and initiative
- ❖ **Leadership motivation:** an intense desire to lead others to reach shared goals
- ❖ **Honesty and integrity:** trustworthy, reliable, and open
- ❖ **Self-confidence:** Belief in one's self, ideas , and ability
- ❖ **Cognitive ability:** Capable of exercising good judgment, strong analytical abilities, and conceptually skilled
- ❖ **Knowledge of business:** Knowledge of industry and other technical matters
- ❖ **Emotional Maturity:** well adjusted, does not suffer from severe psychological disorders.
- ❖ **Others:** charisma, creativity and flexibility

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Strengths/Advantages of Trait Theory

1. It is **naturally pleasing theory**.
2. It is **valid** as lot of research has **validated the foundation and basis of the theory**.
3. It serves as a **yardstick** against which the **leadership traits of an individual can be assessed**.
4. It gives a **detailed knowledge and understanding of the leader element in the leadership process**.

charisma - to see in hindi clickon it ,and in english
charisma - a powerful personal quality that some people have
to attract and influence other people

Limitations of the Trait Theory

- ❖ There is bound to be **some subjective judgment** in determining who is **regarded as a 'good' or 'successful' leader**
- ❖ The list of **possible traits tends to be very long**. More than **100 different traits of successful leaders in various leadership positions** have been identified. These descriptions are simply generalities.
- ❖ There is also a **disagreement over which traits are the most important for an effective leader**
- ❖ **The model attempts to relate physical traits such as, height and weight, to effective leadership**. Most of these factors relate to situational factors. For example, a minimum weight and height might be necessary to perform the tasks efficiently in a military leadership position. In business organizations, these are not the requirements to be an effective leader.
- ❖ **The theory is very complex**.

~~LSM: Leadership Situational Model~~

1 COMMENT

SLM means situational leadership model

Situational Leadership Theory, or the Situational Leadership Model, is a model created by Paul Hersey and Ken Blanchard, developed while working on Management of Organizational Behavior. The theory was first introduced in 1969 as "life cycle theory of leadership". During the mid-1970s, life cycle theory of leadership was renamed "Situational Leadership Theory."

Situational Leadership emerged as one of a related group of two-factor theories of leadership, many of which originated in research done at Ohio State University in the 1960s. These two-factor theories hold that possibilities in leadership style are composed of combinations of two main variables: task behavior and relationship behavior. Various terms are used to describe these two concepts, such as initiating structure or direction for task behavior and consideration or socioemotional support for relationship behavior. Related leadership models include Blake and Mouton's Managerial Grid and Reddin's 3D Theory.

The fundamental principle of the situational leadership model is that there is no single "best" style of leadership. Effective leadership is task-relevant, and the most successful leaders are those who adapt their leadership style to the performance readiness (ability and willingness) of the individual or group they are attempting to lead or influence. Effective leadership varies, not only with the person or group that is being influenced, but it also depends on the task, job, or function that needs to be accomplished. or being completed

The Situational Leadership Model has two fundamental concepts: leadership style and the individual or group's performance readiness level, also referred to as maturity level or development level.

Situational Leadership Model (SLM)



In the 1970s Hershey and Blanchard specified and further developed the concept of situational leadership. In their situational leadership theory they indicated that the effectiveness of the leadership style is dependent on the situation. But what is determinative for the situation? Both the maturity of the employees and their attitudes are determinative. Therefore Paul Hersey and Ken Blanchard distinguish four levels of maturity that can be placed in their situational leadership model:

S1. Directing: A lot of direction by the leader and little support; low competence and low motivation.

S2. Coaching: A lot of direction by the leader and a lot of support; low competence and high motivation.

S3. Supporting: Little direction by the leader and a lot of support; high competence and low motivation.

S4. Delegating: Little direction by the leader and little support; high competence and high motivation.

Team Building

Team building refers to the various activities undertaken to motivate the team members and increase the overall performance of the team. You just can't expect your team to perform on their own. A motivating factor is a must. Team Building activities consist of various tasks undertaken to groom a team member, motivate him and make him perform his best.

We all are human beings and love appreciation. Any individual performing exceptionally well must be appreciated well in public. He feels happy and motivated to perform even better the next time. If any team member has come out with a unique idea; treat him with any thing that makes him happy. Never criticize any team member or demotivate him if he has failed to perform. Ask him to "Buck up".

Team Building Exercises

Let us throw some light on some team building exercises.

- **Encourage many trust building exercises in your team. Team members must trust each other for the maximum output.** Blindfold half of your team members and ask them to jump over bricks with the help of members who can see. Repeat this exercise and now blindfold those who could see earlier. This exercise goes a long way in building the trust among the team members. An individual might be a little hesitant initially, but the moment he jumps over the brick with his fellow team member without getting hurt, he starts trusting him. The trust factor increases with time and relations among the team members improve.
- **One must know his fellow team member well.** You can't work with someone you don't know. Include a lot of exercises which help the team members know each other well. Make pairs and ask them to write whatever they know about their partner and vice a versa. You can ask anyone to write his partner's favourite colour, favourite outfit, preferred hangout zone and so on. Ask his partner to correct him if he is wrong in his answers. People know a lot about each other this way and also find out some unknown facts about their partner. Ask the team members to give their introduction one by one once the team is formed.
- **The team members must be compatible with each other. Include icebreaking activities in the team.** Take them out for picnics; get together where they can interact with each other freely on any topic. Allow the individuals to bring their families as well. People come a lot closer this way. Relationships improve. Remember your team member's birthday, anniversary or any other important date and do not forget to wish him that day. Ask for a treat! This way, individuals are no longer strangers to each other and the bonding increases.
- **Encourage activities where individuals come together as a single unit and work for a common task.** Collect some even sized sticks, rope, nails, hammer, and glue stick. Ask your team members to construct a bridge out of the sticks using the rope, hammer, glue stick and nails. You will be surprised to see that everyone will be involved in the activity and help each other in making the bridge. The concentration and will power to do something increases and individuals learn to work as a single unit. They all work together, each one contributing something or the other to construct the bridge i.e. accomplish the task assigned to their team.

Need for Team Building - Why Team Building ?

Team Building activities are of utmost importance as they help in the overall development of the team members and in turn improving the team's performance. It also strengthens the bond among the employees and they feel motivated to work and achieve the targets. Some kind of team building activities must be undertaken from time to time to encourage the team members to work hard and realize their dreams.

Tuckman Model of Team Development



#1 Forming Stage

The first stage of team development is forming, which is a lot like orientation day at college or a new job. You could even compare it to going out on a first date.

The team has just been introduced and everyone is overly polite and pleasant. At the start, most are excited to start something new and to get to know the other team members.

During this stage, you may discuss:

- Member's skills, background and interests
- Project goals
- Timeline
- Ground rules
- Individual roles

As the group starts to familiarize themselves, roles and responsibilities will begin to form. It is important for team members to develop relationships and understand what part each person plays.

But, because this stage focuses more on the people than on the work, your team probably won't be very productive yet.

#2 Storming Stage

Have you ever reached the point in a relationship where you become aware of a person's characteristics and they frustrate or annoy you?

Perhaps they squeeze the toothpaste from the top of the tube instead of the bottom? Eat with their mouth open? Or they listen to the same Drake song 15 times in a row?

Well, congrats, you've entered the storming stage.

Being in a team is like being in a relationship. At first, you may think someone is perfect and flawless. But, then you realize that they aren't. Once you're aware of their flaws, you either learn to embrace them or the relationship will end quickly.

In the storming stage, the reality and weight of completing the task at hand have now hit everyone. The initial feelings of excitement and the need to be polite have likely worn off. Personalities may clash. Members might disagree over how to complete a task or voice their concerns if they feel that someone isn't pulling their weight. They may even question the authority or guidance of group leaders.

But, it is important to remember that most teams experience conflict. If you are the leader, remind members that disagreements are normal.

Some teams skip over the storming stage or try to avoid conflict at whatever cost. Avoidance usually makes the problem grow until it blows up. So, recognize conflicts and resolve them early on.

#3 Norming Stage

During the norming stage, people start to notice and appreciate their team members' strengths.

Groups start to settle into a groove. Everyone is contributing and working as a cohesive unit.

Of course, you may still think that your tech guy's choice in music is obnoxious. But, you also admire his knowledge of web design and coding skills, and value his opinions on anything tech-related.

Storming sometimes overlaps with norming. As new tasks arise, groups may still experience a few conflicts. If you've already dealt with disagreement before, it will probably be easier to address this time.

#4 Performing Stage

If you've reached the fourth stage, pat yourself on the back. You're on your way to success. In the performing stage, members are confident, motivated and familiar enough with the project and their team that they can operate without supervision. Everyone is on the same page and driving full-speed ahead towards the final goal.

The fourth stage is the one that all groups strive to reach. Yet, some do not make it. They usually fail to overcome conflict and can't work together.

#5 Adjourning Stage

In 1977, Tuckman added a fifth stage called adjourning. (Sadly, not a perfect rhyme.) Once a project ends, the team disbands. This phase is sometimes known as mourning because members have grown close and feel a loss now that the experience is over.

ORGANIZATIONAL CHANGE

Organizational change may be defined as "the adoption of a new idea or behaviour by an organization" Organizational Change refers to any modification or alternation in people, structure, job design or technology of an existing organization. An organization must make changes continuously in order to cope up with changes in —

- Customer needs
- Technological breakthrough
- Economic shocks
- Government regulations etc.

Organizational Change is required to maintain equilibrium between various external and internal forces, to achieve organization objectives. It helps an organization to be more effective and efficient for the purpose of achieving its objectives.

Types of Organizational Change

1. Anticipatory change – These are systematically planned changes intended to take advantage of expected future events or situations.
2. Relative change – Changes that become imperative due to changes in environment and unexpected events
3. Incremental Change – It involves changes in the subsystem of an organization in order to keep it on the correct path / direction.
4. Strategic Change – These changes affect the overall working and direction of an organization.
5. Planned Change – It helps an organization to prepare and adapt to changes in organization goals and objectives. It seeks to –
 - Improve the ability of an organization to adapt to changes in its environment
 - Change employee behavior
 - Survive the competition
6. Proactive change – It takes place when forces for change lead an organization to make changes in its structure, technology or people as it is desirable.
7. Reactive Change – When forces for change make it necessary for a change to be implemented.

Process of Planned Change

Planned change is a deliberate and intentional change by the organization involving –

Process of Organizational Change



- structural innovation
- new philosophy, policy, goal
- change in operating philosophy
- change in climate and style

Kunt Lewin's Force Field Analysis Model

According to Kurt Lewin, individual behaviour is the result of equilibrium between driving forces and restraining forces.

- Driving forces – Tend to initiate
 - Change – Forces which affect a situation by pushing it in a particular direction.
- Restraining forces – Forces acting to restrain or decrease driving forces.

An increase in the driving forces might improve productivity but it also might increase restraining forces. E.g. – Manager eliminating breaks for employees (Driving forces)
Employees offering resistance (Restraining Forces)

Driving forces may also activate restraining forces therefore it is more effective to decrease the restraining forces to encourage change. To initiate planned changes managers have to remove restraining forces or make them weak and strengthen the driving forces.

Individuals experience two obstacles to change:

- They are unwilling to alter long established attitudes and behaviours
- They may try to do things differently but return to traditional ways in a short time.

Kurt Lewin introduced a three step sequential model of change process:

(1) Unfreezing – It is a process in which a person casts away his old behaviour which might be inappropriate or irrelevant to the changing demands of the situation.

Schien Hur suggested some measures for undertaking the unfreezing process –

- ❖ Physical removal of individuals from their accustomed routines, sources of information and social relationships.
- ❖ Undermining and destruction of social support
- ❖ Demeaning and humiliating experiences to help individuals see their old habits as unworthy and be motivated for change
- ❖ Linking reward with willingness to change and punishment with resistance to change

It involves discarding the orthodox and conventional ways of doing things and introducing new behaviour and accepting new alternatives.

(2) Changing – In this phase individuals learn new behaviour and learning process begins. Individuals start accepting change and learn to behave in a new way. The changing phase can be explained in terms of –

Compliance or force – It occurs when individuals are forced to change either by rewards or punishment

Internalization – It occurs when individuals are forced to encounter a situation that calls for a new behaviour.

Identification – It occurs when individuals choose a particular behaviour model that suits his/her personality in the changed environment.

Guidelines for effective change

1. Realize that the purpose of change is to improve performance results.
2. Make individuals responsible for their own change
3. Encourage improvisation, team performance, and coordinated activities.
4. Encourage learning by doing, provide Just in Time (JIT) training
5. Use positive energy, meaningful language, effective leadership

(3) Refreezing – It means what has been learned is integrated into actual practice. The individuals internalize the new beliefs, feelings and behaviour learned during changing phase. They accept and adopt these changes as a permanent part of their behavior repertoire. There is a tendency that an individual might revert back to their old behaviour therefore reinforcement is necessary for the internalization of new behaviour.

Forces of Organizational Change

Internal forces

1. Increased size
2. Performance gap

3. Employee needs & values
4. Change in top management

External forces

1. Technological changes
2. Changing marketing conditions
3. Social changes
4. Political & legal changes

MAJOR APPROACHES & MODELS OF CHANGE MANAGEMENT

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 was a physicist and social scientist who explained the structured or organizational change through the changing states of a block of ice. His model consists of three main stages which are: unfreeze, change and refreeze. Let's look at these stages in detail:

- **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:** 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 staff or individuals who are involved in the process. Communication and time thus are the keys for this stage to take place successfully.
- **Refreeze:** Now that the change has been accepted, embraced and implemented by people, the company or organization begins to become stable again. This is 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. This step requires the help of the 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.

2) McKinsey 7 S Model

[McKinsey 7-S framework](#) or model is one of those few models that have managed to persist even when others came in and went out of trend. It was developed by consultants working for McKinsey & Company in the 1980s and features seven steps or stages for managing change.

Stages

- **Strategy** – Strategy is the plan created to get past the competition and reach 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** – Structure is the stage or attribute of this model that relates to the way in which the organization is divided or the structure it follows.
- **Systems** – In order to get a task done, the way in which the day-to-day activities are performed is what this stage is related to.
- **Shared values** – Shared values refer to the core or main values of an organization according to which it runs or works.

- **Style** – The manner in which the changes and leadership are adopted or implemented is known as 'style'.
- **Staff** – The staff refers to the workforce or employees and their working capabilities.
- **Skills** – The competencies as well as other skills possessed by the employees working in the organization.

Benefits of this model

- This model offers ways and methods to understand an organization and get a deep insight into the way it works.
- This model integrates both the emotional as well as the practical components of change that is something that is important to create ways to enable employees deal with transition easily.
- This model considers all parts to be important and equally worth addressing and thus does not leave out some aspects that may be of importance.
- This model also offers directional factor to organizational change.

Disadvantages of this model

- Since all the factors are interrelated and interdependent on one another, the failing of one part means failing of all and this is the greatest disadvantage of this model.
- This model is complex as compared to the others and differences are not focused upon in it.
- Organizations that have used this model have experienced more cases of failure, and this too can be considered as one negative associated with it.

3) Kotter's change management theory

Kotter's change management theory is one of the most popular and adopted ones in the world. This theory has been devised by John P. Kotter, who is a Harvard Business School Professor and author of several books based on change management. This change management theory of his is divided into eight stages where each one of them focuses on a key principle that is associated with the response of people to change.

Stages

- **Increase urgency** – This step involves creating a sense of urgency among the people so as to motivate them to move forward towards objectives.
- **Build the team** – This step of Kotter's change management theory is associated with getting the right people on the team by selecting a mix of skills, knowledge and commitment.
- **Get the vision correct** – This stage is related to creating the correct vision by taking into account, not the just strategy but also creativity, emotional connect and objectives.
- **Communicate** – Communication with people regarding change and its need is also an important part of the change management theory by Kotter.
- **Get things moving** – 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.

Benefits of this model

- This is a step-by-step model that is easy to follow and incorporate.
- The main idea behind it is to accept the change and prepare for it rather than changing itself.

Disadvantages of this model

- Since it is a step-by-step model, no step can be skipped to reach the one after that.
- The entire process given in this model can be very time-consuming.

Creating a culture for change

1. Seek Feedback and Employee Engagement

Seeking employee feedback is one way to show employees they are valued and their opinions and comfort are your priority. Asking for feedback is also a way of showing transparency in the company, which is crucial to maintaining a strong workplace culture despite potential changes.

Another way to encourage employee engagement is to adapt to changes that result in more job satisfaction. This may include managing a mobile workforce. Today, one of the major workplace trends is working remotely or telecommuting, which some people prefer rather than coming into the office every day.

Ask each employee their preferences — maybe some will opt to work remotely, but others would rather work from the office.

Don't just approach change from a management perspective, but from the employee's perspective. When it comes to employee concerns, smart leaders talk less and listen more.

2. Recognize All Reactions to Change

Not every employee responds to change in the same way. Therefore, it is important to address all the ways employees react to change. The best approach is to address all reactions with the same amount of concern. As mentioned earlier, some employees will respond well to change, while others will require a slower transitional period.

It's never too late to embrace change, either. For example, one of the oldest insurers in Canada recently decided to take a more proactive approach to digital literacy and employee engagement.

Regardless of the size or age of the company, all employees should understand the need for change to remain competitive in the ever-changing technological and business world.

3. Lead Employees by Example

Introducing a new technology or strategy to a workplace might be scary to employees who have become accustomed to using the same equipment and processes since they started working. Executives and managing staff should lead by example. They must be open to change to show employees it can be a lot easier than they think.

If employees see company leadership frustrated and hesitant about change, they will follow that example. While it is easy for executives to get stuck in their ways and believe the technology and processes the company was founded on will always be the best option, everyone should remain open-minded.

4. Maintain a Sense of Community

As changes occur at work, managers should maintain a culture where employees know they are welcome. When changes take over the workplace, remind longer-tenured employees that they are part of the team and that they are still a necessary component in making that team work.

Part of maintaining a sense of community is ensuring employees know the company values and believe in them. If there is a two-way street of trust between employees and their managers, it creates a good foundation for embracing change.

You can also maintain a sense of community by rewarding employees for trying, even if they fail. Mistakes and failure are inevitable when companies implement change. The only way to make employees feel safe with trying new things is to embrace their mistakes. If employees are afraid to fail, they will be very hesitant to try new ways of doing things.

5. Train Employees Appropriately

While creating a basis for change is imperative, managers should be prepared to appropriately train employees to prepare for transition. Start by addressing employees' fears and encouraging them to participate fully in every aspect of the process.

Employees must be prepared to adapt as new technologies are constantly being introduced. Training acceptance is one of the most vital lessons to give employees.

Why Workplaces Should Create an Adaptable Culture

Companies must establish a workplace culture that accepts and embraces change.

Train employees to be comfortable with and accept change, as well. By ensuring employees are comfortable with failing and by giving feedback on workplace changes, you can create a more tolerant culture.