Research Paper   **Management**

Change Leadership

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ABSTRACT
The styles of leadership are as numerous as there are people. The culture of an organization will often dictate the nature of relationships and influence the style used. Similarly, situations present a unique requirement for a particular leadership style. It is critical for leaders to be aware of how these factors affect their leadership style. Change leadership is the only strategy that can be more effective to handle changing environment. Change leadership is just fundamentally different—it's an engine. This paper explains about the strategies to lead the change for the well being of the organization.

Introduction:

Change is the most dominant force in the business world today. Technology is changing, society is changing, the political landscape is changing, even the way people work is changing and the way they handle the change is changing.

In an organization, there are critical differences between change efforts that have been successful, and change efforts that have failed. The efforts that have been attempted by many companies under many banners are total quality management, reengineering, right-sizing, restructuring, cultural change, and turnaround. But mostly the basic goal has been the same: to make fundamental changes in how business is conducted in order to help cope with a new, more challenging environment.

Change Leadership:

Change leadership is just fundamentally different—it's an engine. It's more about urgency. It's more about masses of people who want to make something happen. It's more about big visions. It's more about empowering lots and lots of people. Change leadership has the potential to get things a little bit out of control. Change leadership concerns the driving forces, visions and processes that fuel large-scale transformation. Change leadership is much more associated with putting an engine on the whole change process, and making it go faster, smarter, more efficiently. It's more associated, therefore, with large scale changes. Change leadership is going to be the big challenge in the future, and the fact that almost nobody is very good at it is—well, it's obviously a big deal.

Every visionary leader goes beyond struggling with change. The ritual of adaptability and change management must be adopted. One must realize that if one truly wants to master change, one must surrender it. The only way to manage the change is to become good at managing the unexpected.

The single best way to inspire your teammates to become the natural leaders they are meant to inspire your teammates to become the natural leaders they are meant to be is to model leadership mastery yourself.

Leading by example is one of the most powerful tools for positively influencing change in other people.

The fundamentals that must be followed for leading the change are learning, affirmation, visualization, journaling, goal setting, exercise and nutrition.

Change can be managed by leaders by adopting the following conversation:

No need of title to become a leader: Each one of us can now be a force of one and assume responsibility for creating exceptional results at work and building a world class organization that will make a world class contribution to customers, communities and the larger world outside of it. No one's unimportant. There are no extra people alive today. Every person and every job matters, and all work can be made meaningful with the lead without a title philosophy.

Turbulent times build great leaders: According to Lance Armstrong, "Pain is temporary, quitting lasts forever". The fear you move through when you go to the edge of the limits actually causes the limits to expand. This expansion not only translates into far better work but much greater performance in every other area of life. Challenging times in business and in life are incredible opportunities to transform mess into success. Neale Donald Walsch says "Life begins at the end of your comfort zone".

The deeper your relationships, the stronger your leadership: Harry Firestone says "You get the best out of others when you give the best of yourself." The key focus of leaders must to cause transformation and make things better. Small daily improvements, over time, lead to stunning results.

The main business of business is to connect with and add value to people. It is an extremely important point to build the career and craft a richly rewarding life. With all the technology, disruption, competition and transition in the business world today, the whole game is about relationships and human connections.

The motto is that the stronger the bonds between you and your teammates as well as with customer you work for, the stronger the results. Eighty percent of the change can be managed for winning in business by becoming a walking, talking, living, breathing hub radiating positive energy, excellence, and kindness to every person you are fortunate enough to help.

Dissatisfaction attitude towards thyself: "If everyone was satisfied with themselves, there would be no heroes" by Mark Twain. To become a great leader one must be a great person who can handle change coming to him.

An organization is just a cluster of people showing personal excellence in all they do. So, the leader and the teammates must wake inner leaders and play at absolute best, the company will automatically rise to its absolute best. Greatness is an inner event with outer consequences. Once inner leader is awakened, worldly success is the guaranteed result.

Practices in Change Leadership

- ☐ The leader must lead the change, the leader must adopt new behaviors to inspire behavior change in followers
- ☐ Create a vision clear enough to direct the change effort
- ☐ Identify decision-makers: empower them to be responsible and accountable

- ▣ Identify those who need to be consulted with and informed: engage them at the appropriate moment
- ▣ Make time to develop a communication plan early on: utilize electronic, written, face-to-face, group, one-on-one communications, etc.
- ▣ Translate the vision into Specific, Measurable, Accountable, Reasonable, Time-bound goals
- ▣ Empower others so they feel they have the freedom to act on the vision and goals
- ▣ Develop objectives with concrete deliverables
- ▣ Visibly tackle obstacles to change (ineffective leadership, poorly allocated resources, "sacred cow" policies and practices), encourage risk-taking and new ideas
- ▣ Track progress, plan for, recognize and reward short-term wins and visible performance improvements
- ▣ Embed changes: leverage improvements, apply learnings to more processes and projects, deepen employee skills

"Don't fear change, embrace it."
Change leadership process includes Strategic Planning, Goal Alignment, Process Improvement, Implementation and Continuous Improvement.

Types of Change and the leading strategies
Developmental Change
Developmental change occurs when a company makes an improvement to their current business. If a company decided to improve their processes, methods or performance standards this would be considered developmental change.

Companies are continually processing developmental change to some degree in order to stay competitive. This type of change should cause little stress to current employees as long as the rationale for the new process is clearly conveyed and the employees are educated on the new techniques.

When major change such as the decision to close a division, if the company attempted to implement developmental change as the first step in streamlining the business, employees may be more likely to accept the change. The employees could see that the company attempted different strategies before determining that closing the division was the only option.

Transitional Change
A simple and predictable outcome is transactional change. Transitional change is more intrusive than developmental change as it replaces existing processes or procedures with something that is completely new to the company. The period when the old process is being dismantled and the new process is being implemented is called the transitional phase.

A corporate reorganization, merger, acquisition, creating new products or services, and implementing new technology are examples of transitional change. Transitional change may not require a significant shift in culture or behavior but it is more challenging to implement than developmental change. The future of the organization is unknown when the transformation begins which can add a level or discomfort to employees.

To lead this kind of change, the level of investment needed by the leadership and organizations involved is fairly low. Typically, little to no modification is needed to the organizational structure, the existing system of policies and procedures, and the individual skills and abilities needed to implement the change. Much as in a monetary transaction, a transactional change does not alter the fundamental form, fit or function of the components.

The outcome of transitional change is unknown so employees may feel that their job is unstable and their own personal insecurities may increase. Education on the new procedures should be commenced at each stage of the new process. This will allow employees to feel that they are actively involved and engaged in the change. As an employee's level of engagement in the new procedure increases, their resistance to change may decrease.

Management should be cognizant of the impact and stress these changes will have on their employees. The company should continue to inform the employees of their status offer support in helping them deal with the personal adjustments they will be forced to make.

Transformational Change
Transformational change occurs after the transition period. Transformational change may involve both developmental and transitional change. It is common for transitional and transformation change to occur in tandem. When companies are faced with the emergence of radically different technologies, significant changes in supply and demand, unexpected competition, lack of revenue or other major shifts in how they do business, developmental or transitional change may not offer the company the solution they need to stay competitive. Instead of methodically implementing new processes, the company may be forces to drastically transform themselves.

Complex and unpredictable outcomes need transformational change. To lead this kind of change, the level of leadership and organizational investment needed is the highest of all types considered so far. For this change to be successful, potentially sweeping and radical modifications are needed to the organizational structure and the existing systems of policies and procedures. New skill, abilities, and ways of thinking are required to implement the change. Furthermore, this type of change requires a fundamental revision of one or more of mission, strategy, and organizational culture.

Conclusion:
The business climate in today's global economy is ever-changing and more competitive than perhaps any time in the world's history. Companies now face a myriad of challenges that constantly are changing. The key to dealing with such change has remained constant, however; the most successful companies feature strong leadership and a driven, educated workforce. Leaders play a critical role as change agents in the transformation process. Successful change efforts necessitate the leader to articulate a compelling vision that appeals to both internal and external stakeholders; communicate a sense of urgency, lead by example, show strong personal commitment, and enable stakeholders to contribute to their full potential.

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