

An Agile Change Management Approach for Combating the Effect of Transformation in Organization

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Abstract:- Change management is one of the substantive methods used by the organizations in order to curb the persistent increase in dynamism as a result of either changes in technologies or other factors. Most of the time, managers and or leaders are looking at change management as the most difficult part of managerial activity which needs special consideration and great skill. This aspect is particularly relevant in respect to our modern organizations, where all things are not static, and leaders always used to adapt to the changing need of their subordinates or the entire organization. This paper provides an insight on change management and its principles that helps an organization to keep track of any need that might arise as a result of changes. And also change management strategies to adopt in uncertain situations. The paper highlight the necessity for soft leadership style as an innovative style to adopt in dealing with any transformation process of the organization in response to any changes in work environment. Models and approach were explained in respect with change management and their effect on organization performance. The paper concluded that leaders in organization should adopt the leadership style that is employee oriented not self centered because managing change required the involvement of everybody in organizations. And soft leadership is recommended for any transformation process.

Keywords:- Change Management, Principles Sand Approaches, Models, Soft Leadership Style.

I. INTRODUCTION

Change is inevitable in organizations, as currently every organization is faced with ample changes ranging from change in structure, culture, technologies, and leadership. Changes do occur in our daily life which affects even our organizations. Therefore organizations do struggle for finding a substantive strategy and approach to use in managing those dynamisms.

Change management is seen as long term strategy in dealing with changes in work environment, changes are very important thing in keeping organization updated, because it create room for the success of the organization in this 21st century where all things are in the same place and also all works are done with machines and computers. The world has already become a global village with the invention of

internet all things are brought in the same umbrella that is what led to more transformations in our organizations.

Change in organization is coming up in different forms, dimensions, and or directions. Leaders are taking over seat on timely basis, while workers always meet with different personalities as their leaders; those leaders needed a clear determination on the way forward for the success of the organization.

Almost all organizations are experiencing one change or the other in different time, but the strategy adopt in dealing with it also differs in respect with the size of its work force. According to business strategy magazine (2019), no change program goes completely according to plan. Managing change requires continual assessment of its impact and the organizations willingness and ability to adopt the next wave of transformation.

Change management is the substantive method which needs special consideration and good managerial skills to ensure the success of the organization in 21st century. For organization to succeed in this century, it must take the advantages of advances in technologies and leadership.

II. DEFINITION OF CHANGE MANAGEMENT

According to Kanter, stein, and jick (1992) to implementing change one need to build a strong coalition of stake holders. A leader has to be able to influence others, create a vision and then communicate, empower subordinates, and built teams to make the vision happen.

Change management is seen as a long term strategy used by the organization in order to curb the effects of any transformation, with due consideration of need for that change and time period. Its also define as the process of challenging new ideas by the organization through learning or other means.

According to BNET business dictionary, change management is the coordination of a structured period of transition from one situation to the other in order to achieve lasting change within the organization.

Principle of change management

- There are four core principles to change management;
1. Understand the need for change: Organization should always check if there is need for any transformation.

2. Planning: once organization realize and or understand that there is need for change, those changes need to be planned for it success.
3. Implementation: at this stage, the organization should go ahead and implement their plans.
4. Communicate it success or failure: organization should communicates to it's employees on the success of these goals or failure.

Change management process

According to Kelsey, miller (2020), there are five major steps in change management process.

1. Preparation for change

This is the first step in change management process, it requires the need for organization to prepare its employees by helping them to recognize and understand the need for change. In this step, all employees in organization are to be aware of why and what change do we need in an organization.

2. Craft a vision and plan for change

In this step, organization should craft it vision to aid its effort in achieving change objectives. Once the organization prepared it employees, they must develop a realistic plan for bringing their dream to reality.

3. Implementation/execution

After all plans been made for the transformation, organization should move directly to execution according to the laid down steps or procedures. During implementation process, organization must focus on empowering their employees in order to assist organization to achieve the change objectives.

4. Include change within organization's culture and put in to practices

Once the transformation created, organization should ensure they have been embedded in the organization culture.

5. Controlling

Organization should always measure the change against it success and correction of any defect to ensure the achievement of objectives

Change Management Models

The most dominant model used in change management is Lewin's model of change (1951), which provides three – stages of change known as;

1. Unfreezing
2. Adopting the changes
3. Refreezing

Unfreezing:

By Unfreezing lewin means, when new way of doing things emerge, organization should replaces the old ways of work with the new ones. It connotes the use of new ideas in organization to ensure all changes are put in place. This should be done by creating mind set of accepting any change by the employees in the organization. So organization must help employees clear their minds of old roles and old

procedures, in other to be able to embrace new ideas. This stage is probably one of the more important stages to understand in the world of change we live in today.

Adopting the change

After identifying that there is need for change in an organization and prepared for it by training and developing employees, now the second stage is to embark in to the change in order to embrace its advantages. In this stage organization should be able to assist its workers to use different path in achieving the objectives.

Refreezing:

The last stage of lewin's model is refreezing, which indicates that; everything that organization thought to their employees should be put in practices to ensure it success. This new way of work should be part of employee's moral standard in the organization.

Kanter et al. (1992) viewed the process on Ten Commandments on how change process supposed to be plan. They are as follows:

1. Analyze the need for change
2. Create shared vision
3. Separate from past
4. Create sense of Urgency
5. Support a strong leadership role
6. Line up political sponsorship
7. Craft implementation plan
8. Developed enabling structures
9. Communicate and involve people
10. Reinforce and institutionalize change

Pendlebury et al. (1998) also comes up with ten key factors to be adopted in the process of change. All these keys might be employed either jointly or separately based on the change occurred at a particular period of time.

They are as follows:

1. Define the Vision
2. Mobilize
3. Catalyze
4. Steer
5. Deliver
6. Obtain Participation
7. Handle Emotions
8. Handle Power
9. Train and Coach
10. Communicate actively

The field force model (Lewin; K. 1951) this model is based on the analysis of factors (for) that may aid success of the change process, and also analyze the current stage including the barriers that serve as bottle neck to the process. Process of field force model start with the

1. Change
2. Force (factors contributing to change)
3. Current Stage
4. Barriers to change

Hiat, J. (2006) comes up with another change management model consisting of five consecutive steps: known as ADKAP: they are as follows:

1. Awareness of the need for change. In this step, the reasons for the change are described to the employees.
2. Desire and Willingness to change. At this stage, a decision is made to support these or other changes, which are achieved only if they are understood as necessary.
3. Knowledge of how to change
Knowledge is formed about how exactly it is necessary and should be changed, and also contains the Knowledge and skills necessary for change.
4. Ability to implement change
The stage involves the demonstration of the applicability and attractiveness of changes, as well as the identification of barriers that may prevent change.
5. Providing support for Change.
Here special attention is paid to efforts and support change.

III. APPROACHES TO CHANGE MANAGEMENT

Central to the concept of change management is the idea that all changes in the organization affect not only the basic and auxiliary process, but also the employees – Maciej, T. et al (2017).

By the type of change, there are two radically opposite approaches to change management Maciej, T. et al (2017).

Revolutionary approach-

This approach is used when a process of achieving any objective in an organization require some upgrade and or changes. Its application is determined by some factors or indicators in the organization which need clear method of dealings. The method is also referring to as re-engineering the organizational affairs.

The evolutionary -This approach calls for the improvement in the ways of work in organization their by increasing the efficiency of the organization. This method is used when there is need for changes in structure and processes in organization.

According to Hussey, D.E (2000), Change management approaches can also be classified according to the direction of change; in this respect they postulate the following approaches:

THEORY O

This theory laid concentration on the organizational behavior, its usually start from the lower level of the organization to the higher level. This approach is used when an organization confront with a problem or change that does not need immediate action. The theory consider an organization as an evolving learning system, that sees changes as something to use in ensuring organizational viability.

THEORY E

This approach refers to as the theory of economic performance. It involves problems affecting the organizational structure, the approach used as strategy by implementing leadership from the higher level to the lower level in the organization. It is used when organization confront with a change that require quick response.

CLASSIFICATION OF CHANGE MANAGEMENT APPROACHES BASED ON THE PRINCIPLES OF TEMPORAL CHANGES

According to this principle, Changes are categorized as a “Project” and changes as a “Constant Part of the component”.

CHANGE AS PROJECT In this case, the changes are seen as periodic review with a clearly defined start and end dates of the project to ensure the success of the organization.

The approach is used when a significant change in organization’s strategy is necessary, as well as the restructure of the model by merger or acquisitions.

CHANGE AS CONSTANT PART OF THE ORGANIZATION

Change should be part of the organization’s culture and behavior; employees should encourage developing willingness and capability to accept changes. According to the principle, the process is carried out on continuous base without a time frame. Change in organization should be constant part of the component.

IV. CHANGE MANAGEMENT APPROACH TO NAVIGATE DURING AN UNCERTAIN SITUATION LIKE THE CURRENT PANDEMIC (COVID – 19)

According to Deloitte an Indian consultant (Consortium), there are six approaches to use if organization encountered or faced with an uncertainty in any situation like Covid – 19.

1. Resilient Leadership in action

Leading and inspiring employees amidst a given situation which involves on uncertainty like the global pandemic is only possible with compassion for workforce and communities, Leaders need to align their approach with their actions to take the organization through any changes that may arise as a result of any uncertain situation. This situation requires charity and decisiveness for embracing the challenge and managing the transition.

As a leader attempt to respond they must also place the safety of their employees at the core. In addition to employees, it is crucial to identify all critical contributors to the organization and ensure their induction in the strategies to keep the work safe.

Fundamental leadership qualities to adopt;

- a. Empathy
- b. Skilled at triage
- c. Decisive action
- d. Clear communication

2. Inauguration of Central Response Committee (CRC)

The CRC according to Hashim M. (2019)

Is the multidisciplinary and should be comprise various functions they are designed to act and adapt as teams familiarize the changes that may arise as conditional changes for the effect of an uncertain situation. Daily stand – Ups of this kind of cross functional committee can help guide top management on where to focus their efforts, and be the integrated pulse for employees and other partners.

Some of key Responsibilities of C.R.C

- i. Dice consistent messaging across the organization.
- ii. Managing multi-channel communication including confidential feedback and reporting channels.
- iii. Be at the centre of all remedial actions across all work streams if any based on scenarios and triggers.
- iv. Set the governance to enable cross function teams to work together.
- v. Evaluate any changes in the ways of working owing to the organization continuity planning (OCP) scenarios and communicate acceptable ways of working clearly.
- vi. Provide consistent guidelines to all units' heads to ensure employees safety and engage them.

3. Involve all stakeholders

Identify all stakeholders of the organization and involve them critically to minimize the negative impact of uncertain circumstances that faced by the organization and maintain a clear span of control with clear support to ensure that the organization move forward and responding quickly to any transition or changes.

To achieve this, it is critical to collaborate internally with various organization units by updating them on the way forward plans in order to have one source of truth for employees and other stakeholders.

4. Communication on the go

Employees are likely to be exposed to conflicting information and feel anxious or confused about the best course of action.

Organizations need to have a clear and focused approach to connect with their workforce to effectively lead them during the period of uncertainty.

An inclusive communication strategy for uncertain period like Covid – 19 needs to be put in to immediate action, based on a clear understanding of audiences (Internal/External), Message to be communicated and frequency and channels of communication (digital/print).

5. Blended Learning (The new focus)

Training is used to overcome the organization changes that occur as a result of uncertainty. In example, amidst the

lockdown, employees across levels and functions are bound to have more time on hand utilize for learning. Organizations are looking at this downtime as an opportunity to upskill their workforce and ensure that they have the knowledge skill, and abilities to meet future demands and strengthening the effectiveness and productivity of the entire organization. To ensure this is achieved organization should encourage and enhances digital learning.

6. Adoption of new digital ways of working organization

To ensure success amidst any uncertain period like Covid-19, organization should encourage and or adopt virtual interactions, team conversation/collaborations.

A combination of technologies and tools to support remote work such as VPN infrastructure, access control mechanisms and data security must be made available. In any situation that involves uncertainty, organizations should support their employees with empathy and optimism. This will foster the employees focus on what can be controlled as opposed to being consumed by the chaos.

V. LEADERSHIP STYLE TO ADOPT DURING THE PROCESS OF TRANSFORMATION

A leadership style that fit transformation execution very well, is soft leadership style by Prof. M.S. Rao (2017)

What is soft leadership?

Soft leadership is leading through soft skills and human skills. Rao (2017), M.S Rao defined soft leadership as the process of setting goals, influencing people through

persuasion, building strong teams negotiating them with a win – win attitude, respecting their failures, hand holding them, motivating them constantly, and correcting their defect to ensure everything are conform to plans.

Rao postulated eleven characteristics of soft leadership style known as 11 C's of soft leadership.

They are as follows:

1. CHARACTER

Character: - is one of the key components of soft leaders. It is through their strong character they lead people by influencing and guiding them. Hence most organization emphasizes character during leadership development program. During the process of change in an organization, leaders are expected to set right example through impeccable character in order to make things move as planned.

7. CHARISMA

One of the greatest characteristics of soft leaders is their charisma. Soft leaders make other people more important and valuable through their charisma. Charisma helps in connecting with others easily as people feel valued and pleased to talk with these leaders. In 1947 max weber came out with three leadership styles such as bureaucratic,

traditional, and charismatic leadership. Weber defines charismatic authority as: “resting on devotion to the exceptional sanctity, exemplary character of an individual, and of the normative patterns ordained by him.

8. CONSCIENCE

Conscience is one of the major components of soft leaders as clear conscience makes them stand out from other leaders. People expect leaders to be ethical and responsible; they also look up to leaders whose conscience cares for them. Leaders must have clear conscience to convince themselves so that they can persuade others. If there is a chasm between word and deed conscience remains the same.

9. CONVICTION

Conviction is another ingredients of soft leadership without which soft leaders cannot lead successfully. It is their convictions that take soft leaders move forward toward achieving their goals. The ability of a leader to convince his followers is of paramount important. Leaders like mahatma Gandhi, martin luther king jr., dalai lama, and aung san suikyi are the symbols of sacrifices and convictions.

10. COURAGE

Courage is about standing by ones values, morals, principles and policies despite being pressurize by others and receiving threat from others. Courage is what makes military personals very unique and win in any battle.

11. COMMUNICATION

The art of communication determined the language of leadership. The success of soft leadership depends more on communication than anything else, it is through communication leaders express their ideas, ideals, and insights and persuade others to follow them. Leadership is about handling people for accomplishing objectives, while handling people required clear means and medium in order to connect with different individuals.

12. COMPASSION

Compassion is an integral characteristic of soft leadership, people appreciate the leaders who care and touch them. Compassion means caring for others by ignoring your own interest, and it doesn't denote weakness in leadership. The real leaders are the ones who encourage others and take care of others and who empathized and demonstrate compassion with others, only such leaders have the ability to influence and maximize the potential of their people and organization.

13. COMMITMENT

Soft leaders have other great characteristics of commitment as it makes them command respect among others, it is their firm commitment toward their causes that wins acclaim respect among others. Commitment denotes adhere to duties and abide by all rules and procedures.

14. CONSISTENCY

Leaders need to demonstrate their consistency so as to have profound impact on their people. Followers expect

leaders to be predictable, responsible, and credible. Failure to demonstrate consistency might lead to credibility crisis.

15. CONSIDERATION

Consideration includes recognizing the good work done by others and appreciating them promptly, liberally, and graciously. Consideration means how much and how far the leaders are sensitive toward their people.

16. CONTRIBUTION

Contribution includes precious time, money, energy, ideas, knowledge, and assistance to the society. Employees respect the leaders who contribute their best to organization without hankering for wealth, power, or prestige.

VI. CONCLUSION

The rapid changes in technology have made things in complete dynamism in our organizations. People with different identity, backgrounds, and communities work under a single umbrella with ample expectations looking for the leaders to fulfill, Adoption of soft leadership style meet their aspirations, and also address several leadership challenges.

In selecting a change management approach to the organization, one must consider situation as there is no one best strategy than the other, because each approach plays the same role in transformation as the other.

Another most important thing in change management is involving people in the process of transformation, but change cannot be achieved without the support of employees and top management as both parties must feel that they are part of the change process.

Leaders should be fair to their employees in dealing with change in an organization so as to encourage their effort in the process.

Organizations should encourage the employees' effort by providing bonuses for extra effort putted during the process of transformation, and also punishment for chislers.

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