

Change Management

Prepared by Dr. Amira Elfekky

PMG323

Lecture 4



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Agenda Leading change

- **Introduction**
- **Wise leadership**
- **The roles that leaders play**
- **Leadership styles, qualities and skills**
- **Different leadership for different people**

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Change Management

This subject is about making sense of change management. The world we live in continues to change at an intense rate. Not a day goes by, it seems, without another important discovery or boundary-pushing invention in the scientific fields. The economics of globalization seems to dominate much of our political and corporate thinking, while the shadow side of globalization— develops at an equally alarming pace.

Content

➤ **1 Individual change**

Learning and the process of change

➤ **2 Team change**

What is a group and when is it a team?

➤ **3 Organizational change**

How organizations really work

➤ **4 Leading change**

Roles that leaders play

➤ **5 The change agent**

Models of change agency



Content

➤ **6 Mergers and acquisitions**

The purpose of merger and acquisition activity

➤ **7 Cultural change**

Guidelines for achieving successful cultural change

➤ **8 IT-based process change**

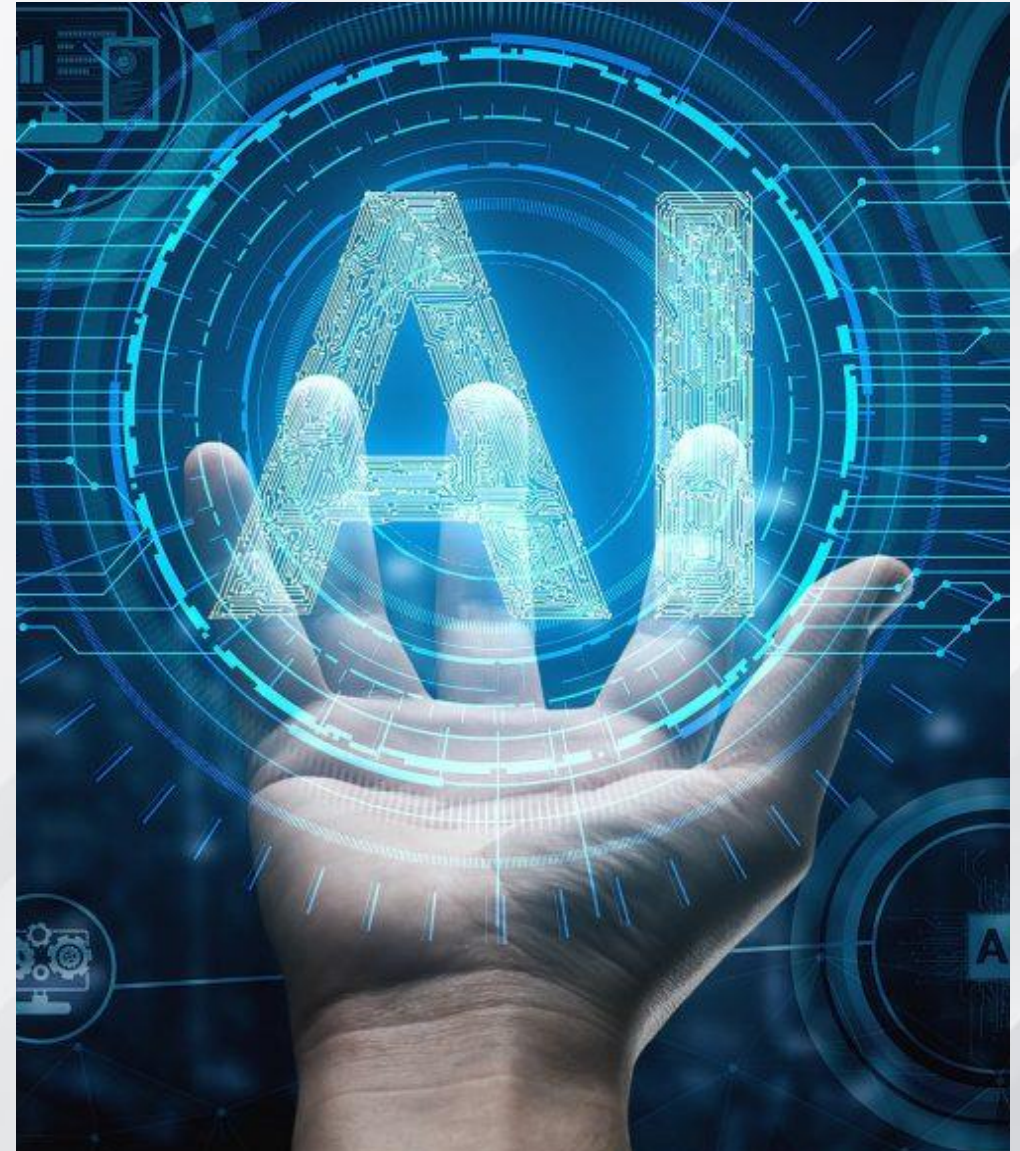
The role of IT management

➤ **9 Complex change**

When is change complex?

➤ **10 Leading change in uncertain times**

The impact of uncertainty on our working lives



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04

VISIONARY LEADERSHIP

The first basic ingredient of leadership is a guiding vision. The leader has a clear idea of what he wants to do – professionally and personally – and the strength to persist in the face of setbacks, even failures. Unless you know where you are going, and why, you cannot possibly get there.

Warren Bennis (1994)

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VISIONARY LEADERSHIP

The top five characteristics that emerged through a typical discussion of these significant leaders were:

- 1) Clear vision;
- 2) Determination;
- 3) Great speaker, great presence;
- 4) Tough when needed;
- 5) Able to stand alone.

Cameron Change Consultancy data, 2002

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04

VISIONARY LEADERSHIP

Warren Bennis identified three basic ingredients of leadership:

- 1) A guiding vision;
- 2) Passion;
- 3) Integrity.

Chapter
04

LEADERS' STORIES

Margaret Thatcher

‘Britain has lost its way in defeatism and socialism. We must reclaim the leadership from “them” (socialists, union trouble makers and the “wets”) and restore earlier grandeur.’



Chapter
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LEADERS' STORIES

Margaret Mead

'As human beings, we can make wise decisions about our own lives by studying options that many other cultures pursue.'



Chapter
04

LEADERS' STORIES



Mahatma Gandhi

‘We in India are equal in status and worth to all other human beings. We should work cooperatively with our antagonists if possible, but be prepared to be confrontational if necessary.’

Leadership stories from Gardner (1996)

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The roles that leaders play

1- Local line leaders



These are the front-line managers who design the products and services and make the core processes work. Without the commitment of these people, no significant change will happen. These people are usually very focused on their own teams and customers. They rely on network leaders to link them with other parts of the organization.

The roles that leaders play



2- Executive leaders

These are management board members. Senge does not believe that all change starts here. Rather, he states that these leaders are responsible for three key things: designing the right innovation environment and the right infrastructure for assessment and reward, teaching and mentoring local line leaders, and serving as role models to demonstrate their commitment to values and purpose.

The roles that leaders play



3- Network leaders

Senge makes the point that the really significant organizational challenges occur at the interfaces between project groups, functions and teams. Network leaders are people who work at these interfaces. They are guides, advisers, active helpers and accessors (helping groups of people to get resources from elsewhere), working in partnership with line leaders.

Roles in a change process



The roles that leaders play



Roles in a change process

1- Role

Sponsor

Description

Has the authority to make the change happen. Has control of resources.

Hint

Needs to have a clear vision for the change. Identify goals and measurable outcomes.

The roles that leaders play



Roles in a change process

2- Role

Implementer

Description

Implements the change. Reports to sponsor.

Responsible for giving live feedback to the sponsor on change progress.

Hint

Needs to listen, enquire and clarify questions with the sponsor at the start of an initiative.

The roles that leaders play



Roles in a change process

3- Role

Change agent

Description

Facilitator of change. Helps sponsor and implementers stay aligned. Keeps sponsor on board. No direct authority over implementers.

Hint

Acts as data gatherer, educator, adviser, meeting facilitator, coach.

The roles that leaders play



Roles in a change process

4- Role

Advocate

Description

Has an idea. Needs a sponsor to make it happen.
Usually highly motivated.

Hint

Must make idea appealing to sponsor.

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Leadership styles, qualities and skills

Daniel Goleman (2000) developed a set of six distinct leadership styles through studying the performance of over 3,800 executives worldwide. These six leadership styles arise from various different components of emotional intelligence.

Leadership styles, qualities and skills

Coercive style:



Only to be used sparingly if a crisis arises. This is a useful style to employ if urgent changes are required now, but must be combined with other styles for positive results long term. Negative effects such as stress and mistrust result if this style is overused.

Leadership styles, qualities and skills

Coercive style:

Short Definition

Telling people what to do when.



When to use this style

When there is a crisis.

Disadvantages of this style

Encourages dependence. People stop thinking.

Leadership styles, qualities and skills

Authoritative style:



Useful when a turn around is required and the leader is credible and enthusiastic. This is the 'visionary' leadership style. Goleman indicates that this style will only work if the leader is well respected by his or her people, and is genuinely enthusiastic about the change required. He acknowledges the strongly positive effect of this approach, given the right prevailing conditions.

Leadership styles, qualities and skills

Authoritative style:

Short Definition

Persuading and attracting people with an engaging vision.

When to use this style

When step change is required. When manager is both credible and enthusiastic.

Disadvantages of this style

Has a negative effect if manager is not credible.



Leadership styles, qualities and skills



Affiliative style:

This style helps to repair broken relationships and establish trust. It can be useful when the going gets tough in a change process and people are struggling. However, it must be used with other styles to be effective in setting direction and creating progress.

Leadership styles, qualities and skills

Affiliative style:

Short Definition

Building Relationships with people through use of positive feedback.

When to use this style

When relationships are broken.

Disadvantages of this style

Not productive if it is the only style used.



Leadership styles, qualities and skills

Democratic style:



This is an effective style to use when the team knows more about the situation than the leader does. They will be able to come up with ideas and create plans with the leader operating as facilitator. However, it is not useful for inexperienced team members as they will go round in circles and fail to deliver.

Leadership styles, qualities and skills

Democratic style:

Short Definition

Asking the team what they think, and listening to this.

When to use this style

When the team members have something to contribute.

Disadvantages of this style

May lead nowhere if team is inexperienced.





Pacesetting style:

This style can be used effectively with a highly motivated, competent team, but does not lead to positive results long term if used in isolation. Overuse of this style alone results in exhausted staff who feel directionless and unrewarded. The leader needs to switch out of this style to move into a change process rather than simply drive for more of the same.



Pacesetting style:

Short Definition

Raising the bar and asking for a bit more. Increasing the pace.

When to use this style

When team members are highly motivated and highly competent.

Disadvantages of this style

Exhausting if used too much. Not Appropriate when team members need help.

Leadership styles, qualities and skills



Coaching style:

This is an appropriate style to use if individuals need to acquire new skills or knowledge as part of changes being made.

Leadership styles, qualities and skills



Coaching style:

Short Definition

Encouraging and supporting people to try new things. Developing their skills.

When to use this style

When there is a skills gap.

Disadvantages of this style

If manager is not a good coach, or if individual is not motivated, this style will not work.

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Leadership of change phase by phase, comparing inner and outer leadership requirements

It has been identified both the outer leadership and inner leadership requirements of a leader of change for each phase;

Leadership of change phase by phase, comparing inner and outer leadership requirements

1. Establishing the need for change

The leader illuminates a problem area through discussion

Outer leadership – observable actions of the leader

Influencing, understanding, researching, presenting, listening

Inner leadership – what goes on inside the leader

Managing emotions, maintaining integrity, being courageous, being patient, knowing yourself

Leadership of change phase by phase, comparing inner and outer leadership requirements

2. Building the change team

The leader brings the right people together and establishes momentum through team work

Outer leadership – observable actions of the leader

Chairing meetings, connecting agendas, facilitating discussion, building relationships, building teams,

Inner leadership – what goes on inside the leader

Social and organizational awareness, self-awareness, managing emotions, adaptability, taking initiative

Leadership of change phase by phase, comparing inner and outer leadership requirements

3. Creating vision and values

The leader works with the group to build a picture of success

Outer leadership – observable actions of the leader

Initiating ideas, brainstorming, encouraging divergent and creative thinking,

Inner leadership – what goes on inside the leader

Strategic thinking, taking time to reflect, social awareness, drive to achieve,

Leadership of change phase by phase, comparing inner and outer leadership requirements

4. Empowering others

The leader entrusts those who have been involved in the creation of the new vision with key tasks

Outer leadership – observable actions of the leader

Clear target setting, good delegation, coaching

Inner leadership – what goes on inside the leader

Integrity, trust, patience, drive to achieve

Leadership of change phase by phase, comparing inner and outer leadership requirements

5. Noticing improvements and energizing

The leader stays interested in the process. This involves the ability to juggle lots of different projects and initiatives

Outer leadership – observable actions of the leader

Playing the sponsorship role well, walking the talk, rewarding and sharing success,

Inner leadership – what goes on inside the leader

Steadiness of purpose, organizational and social awareness, empathy, managing emotions, drive to achieve





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