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INTRODUCTION

The process of leading, managing and implementing change at workplace contains different activities, practices, and approaches as well, that help a leader or manager to make organisations productive and profitable (Potosky and Azan, 2023). The procedure plays significant role in the organisational context, by making administration capable to retain skilled employees and enhance operational effectiveness, more than last few years or months. The current assessment will be based on TESCO as a leading supermarket in the UK. The purpose of writing this report as a manager is to highlight current change initiative taken in the chosen company. The study will explain recent history of selective supermarket and define how changes in external environment including pandemic, ongoing economic uncertainty and other have impacted firm. It will also specify change management models, such as Kotter's, Lewin's three step, etc. that help to manage change and handle issues related to strategic change. Furthermore, the assessment will contain more details related to chosen retailer such as impact of organisational culture in the context of change management programme as well as development of a suitable plan to manage uncertain change in the future. Lastly, the report will outline strategic suggestions to address negative impact or challenges.

1. Critically evaluating implementation of change management procedure and identification of appropriate strategic change option.

Overview of supermarket with its existing history of dealing with change

TESCO is one of the most progressive and competitive supermarkets in the UK that have competency to satisfy customers and employees as well. It takes initiative to obtain and provide unpredictable benefits to each of its stakeholder, including existing and new candidates, target market, etc. COVID-19, ongoing economic unlikelihood and digital distribution are those external factors that have put negative impact upon management practices within TESCO. Each factor contributes to emergence of a specific change, like technological, environmental, legal, operational, managerial and other, regarding which administration takes strategic action (*Adapting to COVID-19: The Tesco story*, 2023). For example, workforce change is the drastic outcome of pandemic, due to which supermarket hired almost 50,000 new temporary staff members to support its existing workforce on shop floor, delivery department and distribution centres (*Annual Report 2021*, 2023).

External factors that acted as change drivers for TESCO

In case of chosen supermarket, number of external factors play specific role as each external factor acted as change driver that drives the attention of organisation and its management toward taking strategic decisions and actions (Deirmentzoglou and Deirmentzoglou, 2022). PESTEL analysis is the best framework that utilize to highlight or specify external forces during and post pandemic and these are:

Political factor-

One of the critical political factors that can trigger TESCO and play role as external driver of change is political terms and regulations, due to which firm suffer. As pandemic outcome in form of change related to employment, taxation, and operational changes.

Economic factor-

Ongoing economic uncertainty, unemployment, and other economic factors during and post pandemic acted as change drivers for supermarket and trigger firm to make possible changes in the context of current practices, from managerial to operational level (Thakur, 2022). For example, it drives management attention toward making modification in the context of hiring and recruitment operation as firm hires 5000 candidates to support employees and local people, who are unemployed because of COVID-19.

Social factor-

Lifestyle trends, consumer behaviour, demographic, and other changes in regard to social factors put direct impact upon TESCO in negative manner. For example, it leads to decrease offline sales of venture. However, this factor affects firm in positive manner, by increasing online sales as during and post pandemic individual customer prefer to purchase products online.

Technology factor-

Along with above external factors, technology advancement also acted as driver of change, due to which firm experience a lot of things. For example, it contributes to increase organisational performance by making employees capable to utilize advance AI and other digital technologies for purpose of serving satisfactory services to target market.

Environmental factor-

Increasing level of individual stakeholder regarding environmental issues during and post pandemic put a lot of pressure upon supermarket as it triggers firm to change operational and

functional practices. It helps to reduce organisational carbon foot print up to 50% within 1 year, regarding which firm takes action to minimize waste production in each of its outlets.

Legal factor-

Another external factor that consider as driver of change for TESCO is legal or regulatory concepts that has been changed due to pandemic (*UK Employment Law Changes and Response to COVID-19*, 2020). For example, there is evidence of change in the context of Employment Right Act 1996, by governmental bodies in the UK due to COVID-19 as it introduces statutory sick pay according to which management make some changes in the context of employees leave policy.

Either it is managerial or operational, TESCO managed change in effective manner as it analyses the overall situation and then take action, which is quite essential for firm to do so, because its action decide how and in what manner employees and other stakeholder will be benefited.

SWOT

In order to conduct internal business environmental analysis, it is necessary for manager to select SWOT analysis model, because it contains those key points through which strength, weakness, and other internal information can be analysed in regard to supermarket and these are:

Strengths

Diverse stores, workforce and excellent brand awareness are the most essential strengths of company, through which TESCO and its management can obtain desire results such as implement and manage change.

Weaknesses

Poor operational performance in few grocery stores, low-cost strategy and other weaknesses may put negative impact upon TESCO. As it leads to decrease business performance and customer satisfaction level.

Opportunities

Technology advancement, new market entry modes, effective leadership styles, new HRM policies, etc. are the growth opportunities that supermarket and its administration may grab. It contributes to increase organisational performance, profit and productivity level more than last few years or months.

Threats

Regulatory changes, intense competition, change related to customer preference, etc. are those threats, due to which firm may feel pressure to manage everything in systematic way.

Porter's five forces model

It is also important for manager to identify and analyse the extent to which external business environment may affect business, operations, and organisational practices, which is possible with porter's 5 force framework. It includes essential forces or factors, and these are:

Bargaining power of customers

In the UK and other nations where TESCO is available, extent of customers' bargain power is low, because firm already offer low cost and quality products to target audience. It puts positive impact upon brand performance and success.

Bargaining power of suppliers

The extent of suppliers bargaining power is also low because firm have competency to negotiate price and essential terms with each supplier or buyer. It may enable supermarket and its management to run business smoothly.

Threat of new entrance

The extent of threat in case of TESCO due to new companies or businesses entrance is low because firm already build up its excellent brand image in the market through which it has gained trust of individual person.

Threat of substitute products and services

Threat of any substitute product or service in case of supermarket is low because firm has wide range of goods that peoples prefer to purchase, because of quality, consistency, quantity, and other factors. It can contribute to increase profit and customer base of firm more than last few years or months.

Competitive rivalry

The extent of industrial rivalry reaches at high because of profit and other benefits a company expect to obtain in appropriate way. It affects TESCO performance and operational practices in negative manner, for a certain period of time, until the solution may not be found by management.

Leadership styles to manage the change.

Democratic and participative are the two most essential leadership styles that utilized in the supermarket by leaders and managers, in order to manage managerial, operational and workplace change. It helps a leader to reach target, in term of providing direction that employees prefer to follow (Wang, Hou and Li, 2022). As democratic leadership style allows leaders to manage team of players, who have competency to manage change. Thus, individual person with right form of skill can work in productive manner as they can contribute to make change possible in practical way. For example, with technical skill, employees can work new technology introduce in the market during and after pandemic such as auto remote working systems. Along with above leadership style, participative approach also helps to manage change as it enables a leader to participate in decision-making, task completion and other practices, so that employees can feel motivated and productive.

How organisational culture impact due to development and implementation of change?

Sometimes change affects positively and negatively in the organisations. In case of TESCO, technological and managerial change impact organisational culture in a specific manner. For example, at some extent, technological change put negative impact upon employees and its outcome in form of creating adverse environment that affects positive culture within supermarket. However, this change may also support to enhance collaboration and communication level, for which candidates can utilize advance digital technologies such as chatbots, etc, through which employees can communicate with each other effectively and clearly (Naveed and et.al., 2022). Its outcome in form of enhancing the level of positive organisational culture more than last few years or months. Managerial and technological are the best example of drivers that change a business culture and outcome in new strategies. Thus, new tactics sometimes creates issues for employees as they take stress to make possible modifications according to new concepts, which is quite essential for them to do so. However, development and implementation of change emerge with new concepts and procedures, through which employees can grow rapidly and grab new growth opportunities as well.

Key areas that organisation could have done better in the process of change management?

Tesco could have done varied things better in case of change management procedure. For example, leadership is one of the most essential areas regarding which strategic action would be taken. As leaders can change their leadership style or skill in such an effective manner, like they

can take initiative to engage more in other activities related to employees such as task allocation. It can enable them to allocate task base on staffs' competency and performance as well as effectiveness that outcome in form of increasing organisational productivity and performance (Burnes and Hughes, 2023). Another area of change is management as managers require to conduct weekly meeting, so that they can understand employees and their needs better. It can allow managers and leaders to get team ready for change that they can manage successfully. The chosen two areas may support to run and manage overall process of change management, in effective manner, through which firm can grow competitively and obtain desire outcome such as take pleasure of increasing profitability. It can be said that improvement regarding these areas plays important role to create positive and productive culture.

Suitable areas that need to be changed in the future because of volatility, uncertainty, complexity, and ambiguity.

Leadership style and organisational culture are the suitable areas that may require to change in the future because of multiple reasons. Thus, the main reason behind changing or making changes in regard to chosen two areas is performance enhancement and improvement that management attempt to enhance and improve as well. The cause behind change is uncertainty in form of pandemic that outcome in term of stress (Khasawneh and Elrehail, 2022). It puts negative impact upon staffs' performance and organisation development as well as success. Complexity and ambiguity are the other factors due to which change require in the organisation because it helps to run business from national to international level in the future. Change related to culture, structure and leadership styles allow firm to survive in complex business environment, which is quite essential for supermarket to do so. As it enables management to obtain desire outcomes in term of gaining competitive advantages and increasing productivity as well as operational effectiveness.

2. Critically examining change management models

In the world of business, different type of procedures, approaches and strategies take into account by managers and leaders. Change management is the best example of strategic procedure implement in the organisation, for purpose of eliminating factors due to which individual candidate and firm suffers. In case of this process, number of strategic models and frameworks accessible and these are:

Lewin's three step model

The best framework for change management is Lewin's three step as it contains three essential steps that help organisations to manage and implement any form of change systematically (*Lewin's 3-Stage Model of Change Theory: Overview*, 2023). It also contributes to decrease the level of restrain forces that influence group and individuals' behaviour in negative way. Thus, management consideration toward chosen model may drive them to conduct differ practices and activities during each step such as

Unfreezing

The most essential step that managers and leaders take into account is unfreezing that aim to prepare impacted stakeholders for further organisational change, related to technology and management. The very first step of Kotter's change management framework, drives the attention of firms and their administration toward providing support to people in the context of change management.

Changing

Another step of change management process is change with which companies and their staff members can obtain unexpected advantages. For example, managers require to assure a continuous flow of info at workplace that help to obtain support of each team member. It also essential for them to organize overall procedure in effective manner, without making any mistake that outcome in form of decreasing performance.

Refreezing

After implementing above two steps, it is necessary for managers and leaders to consider another step as well such as refreezing. It moves management toward moving employees away from transition phase toward acceptance. As employee can accept the change and work with the same, which is not that easy for individual person to do so.

Benefits and drawbacks

Lewin change management model is beneficial for companies as it provides simple and easy steps to implement and manage transition. However, suggested easy steps would not be applicable in case of any change.

Kotter's eight step model

Increase urgency.

The first action or step that managers and leaders take into account is urgency as it moves them toward determining potential threats which may crop up further (Miles and et.al., 2023). Furthermore, they can also determine growth opportunities that may tap through effective communications. It can be said that specification of issue at workplace create a better sense or understanding relate to change.

Build Guiding team.

After determining issues or challenges face by employees and management, manager can take action to develop a team of skilled players, among which each player can contribute to implement, and manager change in practical manner. Under a team, management can select leaders, managers, and supervisors as well, who can also contribute to reach target.

Develop vision.

The development of team process moves leaders and other peoples of management to develop a strategic vision or mission, which employees can follow. It is necessary for administration to develop and communication vision at workplace relate to change, so that they can understand the reason behind the same.

Communication for buy in.

The above phases or steps may move managers to communicate change by developing plans and using different techniques. For example, they can communicate by utilizing face to face communication that outcome in form of developing better understanding among employees about technological change.

Empower action.

The process of change management requires several essential actions and practices that help to eliminate or remove barrier to change, like employee resistance. Effective communication, collaboration, problem identification and resolve, etc. are the best strategies that managers use to remove barriers that put negative impact on overall procedure of change (McLaren, van der Hoorn and Fein, 2023). Lack of leadership, IT, change governance, clarity and internal resistance to change consider as barriers. Each barrier can put adverse impact on business and staffs' performance, which management is responsible to enhance.

Create short term wins.

Development of goals, either short or long also support to manage change as it helps to specify what need to change and in which manner at workplace that contribute to achieve target aims (Chinniah, Taylor and Proches, 2023). It is important for leaders to create short aim that candidates can easily achieve and obtain desire outcomes through that such as complete daily task which enable them to take pleasure of increasing salary or grabbing higher level of position in a company.

Don't let up.

The most important step that leaders consider before taking action to implement & manage change is continuous improvement as they can monitor the improvement areas, so that necessary action would be taken. As it contributes to increase the productivity level of individual person, who have competency to manage everything according to management plan related to change, either technology or managerial. It makes staffs creative and effective more than last few weeks or months that outcome in form of new ideas for change implementation and management.

Make change stick.

Administration, including managers and leaders can make change stick at workplace by engaging employees and considering their needs. It creates a positive working environment within firms, where everyone prefers to work for longer period of time, which leads productivity level higher than management and organisational expectations. Change is the most essential part of business success, with which companies can gain competitive advantages in bulk like increase customer base, profit, customer satisfaction, etc.

Benefits and drawbacks.

The best thing about Kotter 8 step change management model is that it contributes to manage change in the companies by getting teams ready. As each of their step allow to take crucial actions suitable in case of current situation. However, implementation of overall process consumes a lot of time and effort through which change can be implemented. It can also require few resources and approaches that managers and leaders utilize to reach target. The model requires to implement few steps and methods that make desire outcomes possible. Along with benefits, by using framework, management can face some challenges.

Pettigrew model

Another model of change is Pettigrew that consist three different important dimensions, among which each dimension helps to strategic change in the companies, at workplace in effective way. Content, process and context are the three differ elements that uses to reach set target, for example, management need to focus on procedure of change management. As it is necessary for them to develop appropriate process with consideration of employees need that help management to implement change in systematic manner (Mather, Pettigrew and Navaratnam, 2022). Another element that manager requires to consider is content relate to technological and managerial change that individual person can understand easily. It includes objectives, aims and purpose of overall strategy of change management. Along with that leaders are accountable to specify these content appropriately at workplace that move toward change implementation and management.

Benefits and drawbacks-

Pettigrew model of change is effective because it highlights those key points that management and leaders are responsible to take into account, because each element or point direct how to implement and manage change. On the other hand, the model is ineffective as it contains less points that make change possible, with risk. Thus, in order to handle the challenges and overcome adverse impact of each challenge, administration require to consider other key areas that help to reach target successfully. The chosen model represents three differ implementation levels, but these levels are not enough.

Suitable change management model that may implement in TESCO.

Among three change management models, Kotter's 8 step change management framework is appropriate in case of chosen supermarket, because it provides each essential step that managers and leaders can follow to obtain unpredictable outcomes. As chosen concept creates sense of urgency that drives employees' attention toward making change in appropriate manner. Furthermore, management may also focus developing aims that they can specify to all at workplace, which enable candidates to reach target aim. Change in the recent time is not that easy for a company and their employees to do so, but still require to implement with current needs and requirement of individual person. Implementation of each Kotter step may move leaders to develop a team of talented peoples who can accept the change and encourage everyone to work with that, without creating and facing issues. It helps to increase productivity and performance as well as

profitability level of venture, more than last few years or months than rivals. The model contains those important steps that make overall process effective and successful to implement practically.

3. Proposal and implementation of change strategy

Kotter's 8 Step Change Management is process planned to support manager and leaders effectively appliance business change. Kotter's model emphases on making urgency for make a change occur. It is through process of starting, handling as well as sustaining alteration in 8 steps. A renowned change practised and a Harvard Business School Professor John Kotter in the book “Leading Change” contributed eight step model of the change management, established based on an investigation of hundred business that were going by a change process. In addition, change management plan is procedure an organization follows in order to device changes all over the business. Change management plans are classically considered for important or difficult business changes which is need a more planned approach as of its impact on somebody's job as well (Mansour, Aminudin, and Mansour, 2023). For implementing the change, it required skill such as good leadership is important for taking staff by business change as well as delegating roles to right individuals. effective leadership styles mainly contain qualities such as honestly as well as transparency. The change leaders must be transparent about why such change take place.

Leadership is impact as they guide as well as motivate other to work accordingly in order to achieve business objective. Thus, in implementing the change, leadership plays an important role in motivate team member to adopt the change and work efficiently. They must also have a clear vision of what organization aims to achieve through such change (Zbiral, Princen, and Smekal, 2023). Leaders are supporters of organizational change which they carry in a business. They are essentially representatives who put such change between their peers, the “higher ups”. The key role of played by leadership is role model. The will to transformation should reflect in leadership first then it can be driver to the team. With leadership leaders establish attitudes as well as behaviours according to prospects of all in particular. Leader is observed by staffs for constancy between their words as well as actions for making its decision in order to believe in application of change. Management should exhibit characteristics of careful as well as self- aware.

The next role which is played by a leader is decision maker. As making decision is very important for business in order to get success, if the decision is taken wrong then it gives negative impact. Resources of business-like persons, equipment as well as budget are measured by efficient leadership in particular. The aptitude to make results lies with leader that affect the enterprise

(Lopez, and et.al., 2023). Manager have capacity considering which they can receive or discard a project affecting ahead within its control's span. Moreover, at the time of change implication leader considered its authority in order to make decisions as well as select alternative which will support inventiveness. Management has characteristic of certainty that imitates with change as well as significances which facilitate such change give. Organization is an another skill which can enhance change management. establishing a proper change management plan need organized lots of data, involve employee's role, projects deadlines, objective and many more. Moreover, research skills, creating research skill can allow to assist the business in planning for change. as they have to research other business change management tactics as well as methodologies to generate ideas for business change process.

Step by step process to implement change strategy.

Define the change management objective:

Start the change management plan simply by creating plan goals. This includes classifying issue or chance change which will address as well as saying the wanted as well as likely outcomes. here the organisation implements the change which is related to technology and management. in this stage understanding the change is very important.

Building a change team:

For effective implement change management, it is significant to prioritize creating a strong change management team with required resources. this team must have individual in leadership position from various departments such as data management, digital asset management, resources management and many more.

Develop change management plan:

Here leader prepare a change management plan as they create a list, actionable task they must complete in order to achieve their objective. It also keeps the team on the track as well as it is easy to reference when determining next steps. even the learner also put together a timeline, due dates to each takes on their list as well as make sure that deadlines are met or not. As change management may be complex, thus using proper project management tools is beneficial to business in organize their plan as well as keep everything in one place which can be great help. At this particular step the manager places its efforts on creating a new culture or positive culture where change can efficiently stay. It includes values, reward systems, norms, processes as well as other infrastructure components.

Create a communication strategy:

making a clear as well as concise communication strategy make sure that everyone is on board as well as understanding what will happen throughout change management process. Effective communication of business vision as well as strategies which helps in boosting the whole business to receive change as well as support its creativity is emphasis area of this step (Jafari-Sadeghi, and et.al., 2023).

Execute change management plan.

Executing the change management plan includes some steps, such as executing communication plan, giving training, as well as monitoring progress. during the implementation phases the change manager must determine as well as quickly solve the issue. this might be achieved by motivating employee participation in process of change management being transparent as well as communicative from the beginning and solving the resistance which may arise. At implementation of organization- extensive change frequently preventions occur. These barriers are obtainable in form of resistance to the change by staffs, disempowering organizational policy, inefficient processes, managers as well as organizational structure, and many more. At this supervisory side as well as senior management must emphasis on removal of such problems.

Evaluate, review, and adapt:

Evaluating change management plan is important in order to define its efficiency. Along with this includes measuring success of change as well as classifying areas for development in change management process in particular. by using change management tracker, the business is able to track all the change which made in business. this also allow me to determine as well as mitigate any areas of concern before they become key issues (Potosky, and Azan, 2023).

Overall, when a business sets out to create changes includes processes as well as systems, it frequently impacts the existing group beliefs, norms, and values, creating change an issue to managers. This is culture, or combination of beliefs, shared norms and values which employees generally hold dear. Thus, before implementing the change the leader and manager must focuses on making the employee aware about the change in efficient manner. Implement the change is very big think it gives vast impact on culture as well, as it is also determining that few employees are not able to adopt the change which create negative impact. whereas implement the change is also important for business to get the competitive advantages and success. thus, with the help of change management model business is able to implement the change in efficient manner. As it

helps in making employees aware about the change and its important so that employee are ready to adopt the change. Along with this, giving them proper training help them to adopt the change efficient and they are also ready to change as per the requirement. As the TESCO implement the proper change management plan which is beneficial for business to apply in efficient manner (Phillips, and Klein, 2023).

CONCLUSION AND RECOMMENDATION

On the basis of above discussion, it has been concluded that with democratic and other type of leadership styles, leaders in the supermarket have enhanced the performance level of employees, including existing and new. Along with that leaders have adopted new form of leadership skills and styles that increased staffs' productivity and motivational level, more than last few weeks or months, which in return enhanced the performance and operational effectiveness of venture. Furthermore, by summing up above analysis, it has been determined that Kotter, Lewin and Pettigrew models of change management has provided unpredictable advantages to the organisations. As each model had contained several strategies, steps or approaches, through which change become quite easier for management to implement and managed at workplace. Moreover, from current report it has been identified that firm focused on improvement areas as it has improved leadership and management styles, along with other essential things that managed change and engaged employees in the context of change management process. The above details and information, it also analysed that improvement plan has played essential role in regard to manage change and benefit employees as well as venture. As it contained new approaches and techniques through which impact of challenges overcome easily.

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