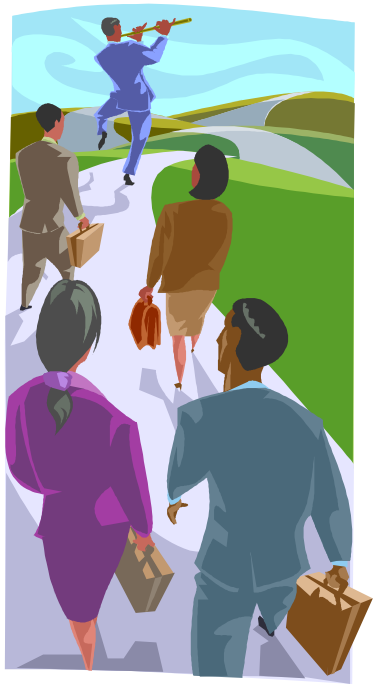


Change & Stability Management

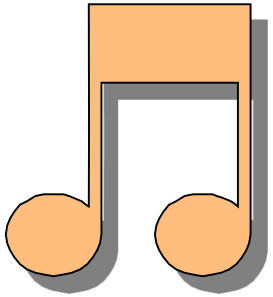
Leading Change

Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Today's objectives

- To examine the different roles played by **leaders** in the change management process
- To explore the skills and qualities required by leaders of change to ensure success
- To understand the need for leaders to be proactive in the change process
- To identify how leaders of change can adapt their style and focus to the different phases of the change process
- To identify the range of choices facing leaders and their organisations when considering change

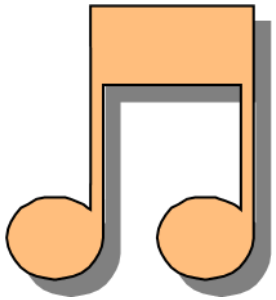
‘I wanna tell you a story…..’



A group of workers and their leaders are set a task of clearing a road through a dense jungle on a remote island to get to the coast where an estuary provides a perfect site for a port.

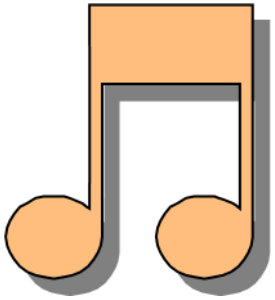
The leaders organise the labour into efficient units and monitor the distribution and use of capital assets – progress is excellent.

The leaders continue to monitor and evaluate progress, making adjustments along the way to ensure the progress is maintained and efficiency increased wherever possible.



Then, one day amidst all the hustle and bustle and activity, one person climbs up a nearby tree.

The person surveys the scene from the top of the tree.



- And shouts down to the assembled group below…

“Wrong Way!”

And the moral is…….?

(Story adapted from Stephen Covey (2004) “The Seven Habits of Highly Effective People” Simon & Schuster).

A gentle loosener…..
Your starter for 10…..

Define **leadership**.

then

Identify **<u>three</u>** key differences between management and leadership.

Some quotes....

‘Leadership means making people feel good’

(Jean Chretien, 1984)

‘The final test of a leader is that he leaves behind him in other men the conviction and the will to carry on.’ (Walter Lippman, 1945)

‘One realm, one people, one leader’

(Nazi slogan, 1930s)

Source: Oxford Dictionary of Quotations

Another quote…..

"Management is doing things right, leadership is doing the right things"

(Warren Bennis and Peter Drucker)

Who is Colonel Tim Collins?

https://youtu.be/UpdeNcH1H8A

The meaning of leadership

Leadership:

a relationship through which one person influences the behaviour or actions of other people (Mullins, 2016)

It cannot be separated from groups and effective teambuilding.

Leadership v Management

Leadership	Management
About behaviour	About processes
The **way** management methods and processes are used	The **type** of management methods and processes used
Sets a new direction and vision for others to follow	Controls/directs people and resources according to established principles/values
Relies on attitudinal qualities	Relies on management processes

Managers	Leaders
Focus on the present	Focus on the future
Maintain status quo and stability	Create change
Implement policies and procedures	Create a culture based on shared values
Remain aloof to maintain objectivity	Establish an emotional link with followers
Use the power of their position	Use personal power

Source: Adapted from Nahavandi (2000)

Management v leadership Burnes (2015)

“A peacetime army can usually survive with good administration and management up and down the hierarchy, coupled with good leadership concentrated at the top.

A wartime army, however, needs competent leadership at all levels.”

(Kotter, 1990:104 in Hayes, 2014)

ARMY

Close relationship between management and leadership

'Increasingly, management and leadership are being seen as inextricably linked.

It is one thing for a leader to propound a grand vision, but this is redundant unless the vision is managed so it becomes real achievement.'

Sir John Harvey-Jones,

ex-Chair ICI and TV's 'Troubleshooter'

The importance of leadership

- Management is changing:

- Less about getting results by close control of workers
- More about coaching, support and empowerment

- Good leadership involves delegation and empowerment.
- Leadership is a dynamic process.
- The leader – follower relationship is two-way
- Strong, positive relationship between leadership development and employee motivation and satisfaction.

Management/Leadership

- Management

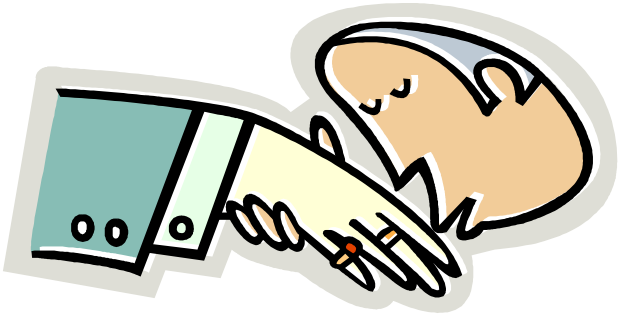
  Getting things done through other people

  To achieve stated organisational objectives.

- Leadership

  Broader emphasis on dealing with people

  The willing and enthusiastic behaviour of followers

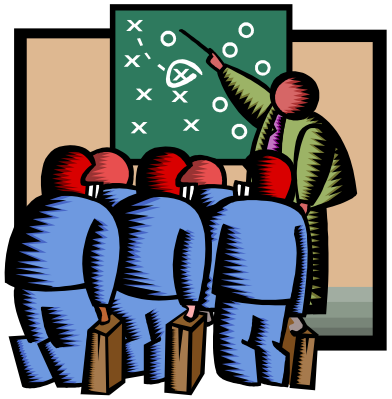


Leaders....

- Create a vision
- Communicate the vision
- Energise, inspire and motivate others
- Create the culture

Managers = authority

Leaders = inspire and motivate



Or…..

Managers:

Do things right

Authority relationship

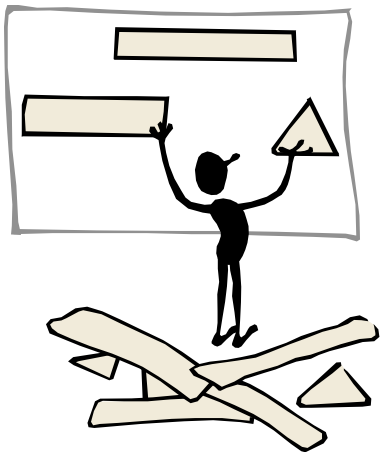
Create stability

Leaders:

Do the right things

Influence relationship

Create change



‘**successful transformation** is
70 to 90 per cent leadership
and only
10 to 30 per cent management.’

Kotter (1996, p26)

LEADING CHANGE

- What roles do leaders play in the change process?
- How do leaders adapt their style and focus to suit different phases of change?
- The importance of self-knowledge and inner resources for leaders

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Leadership Roles

Machine Metaphor	• Chief designed and implementer of the changes
Political System Metaphor	• Politician, powerful speaker and behind the scenes negotiator
Organism Metaphor	• Coach, counsellor and consultant; holding up the mirror
Flux and Transformation metaphor	• Facilitator of emergent change

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Exercise:
The focus of management and leadership

Discuss the roles of managers and leaders with regard to each of the following:

1. Deciding what needs to be done
2. Developing the capacity to achieve it
3. Ensuring that it is done

Deciding what needs to be done

Managers:

- Planning & goal setting
- Formulating steps for achieving goals
- Identifying the resources that will be required

= Planning & Budgeting

Leaders:

- Developing a vision
- Sets the direction for change
- Develop strategies to deliver the changes needed to achieve the vision

Developing the capacity to achieve it

Managers:

- Create organisational structures & work roles to facilitate the achievement of goals
- Appoint qualified people
- Communicate plans
- Delegate appropriate levels of responsibility

= Organising & Staffing

Leaders:

- Communicate the new direction in a way people can understand what needs to happen
- Create conditions to align effort to deliver the vision

Ensuring that it is done

Managers:

- Monitor performance
- Identify variations from plans
- Take corrective action

= Controlling and Problem Solving

Leaders:

- Motivate and inspire people to achieve the vision

Hayes (2014: 168)

Management and leadership

Three approaches:

1. Personal Characteristics approach
2. Leader–Follower approach
3. Contextual approach.

Personal characteristics approach

Douglas McGregor (1950s)

- Theory X:
  - People dislike work
  - Employees must be coerced to work
  - Most people avoid responsibility

- Theory Y:
  - People find work fulfilling
  - Workers can be self-motivating
  - People will seek and accept responsibility.

Interesting idea but no real evidence for this approach.

Leader–follower approach

Effectiveness is related to the leader's **influence over subordinates -** depends on:

1. The Leader–Follower Relationship –
   - Friendliness/Loyalty
2. Task Structure –
   - Standardisation
   - Detailed Instructions
   - Objective Measures of Performance
3. Leaders Formal Position and Power –
   - Discretion and Authority
   - Ability to Reward and Punish.

Leader–follower approach

- Leaders are most effective when:
  - Relations are good
  - The task is clearly defined and highly structured
  - High level of formal authority.

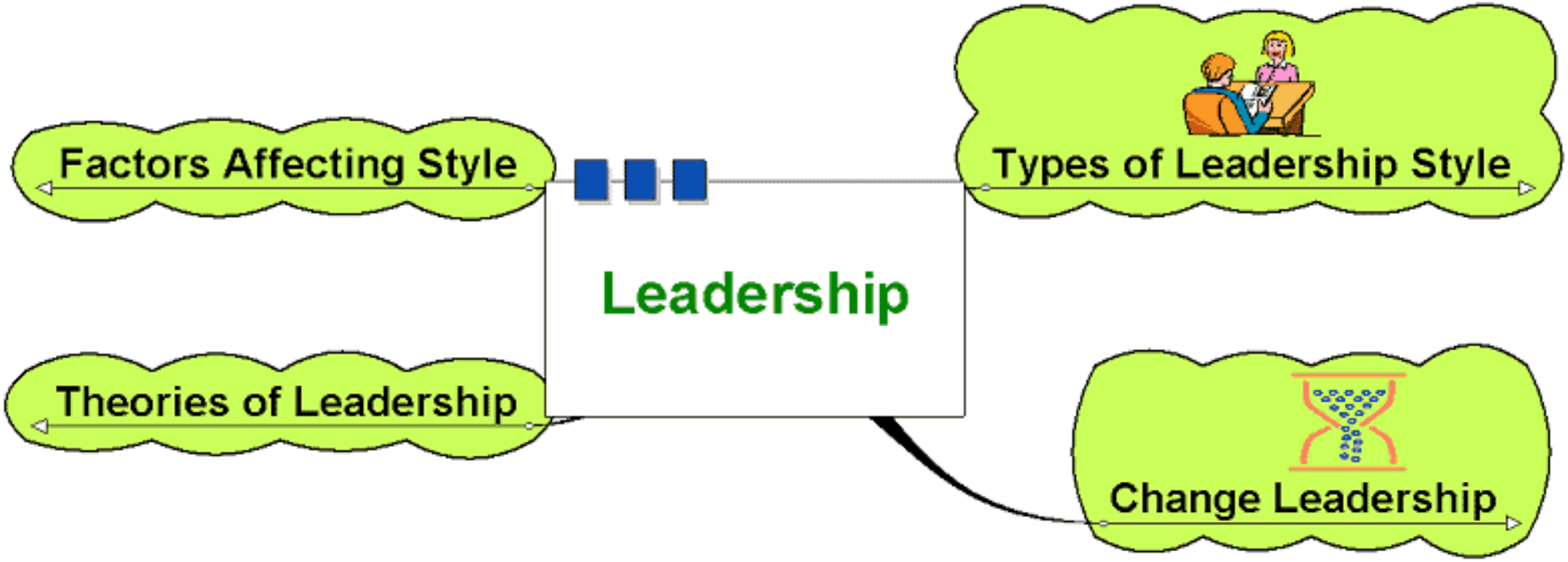
- Problem:
  - There are not that many situations where such conditions apply
  - No empirical support.

The contextual approach

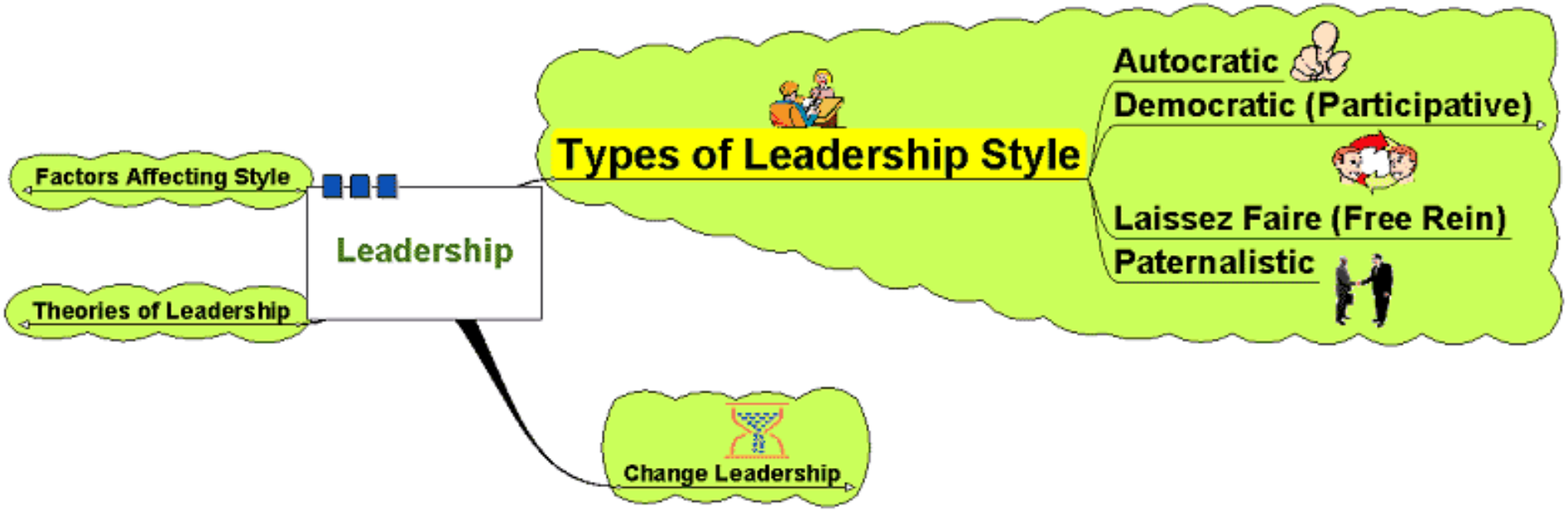
Focuses on:

- Leadership style, not behaviour
- Overall context, not just subordinate relations
- Ability to cope with change.

Leadership


Factors Affecting Style
Types of Leadership Style
Leadership
Theories of Leadership
Change Leadership

Types of Leadership Style



Types of Leadership Style

- Autocratic:
  - Leader makes decisions without reference to anyone else
  - High degree of dependency on the leader
  - Can create de-motivation and alienation of staff
  - May be valuable in some types of business where decisions need to be made quickly and decisively

Types of Leadership Style

- Democratic:
- Encourages decision making
  from different perspectives – leadership may be emphasised throughout
  the organisation
  - Consultative: process of consultation before decisions are taken
  - Persuasive: Leader takes decision and seeks to persuade others that the decision
    is correct

Types of Leadership Style

- Democratic:
  - May help motivation and involvement
  - Workers feel ownership of the firm and its ideas
  - Improves the sharing of ideas and experiences within the business
  - Can delay decision making

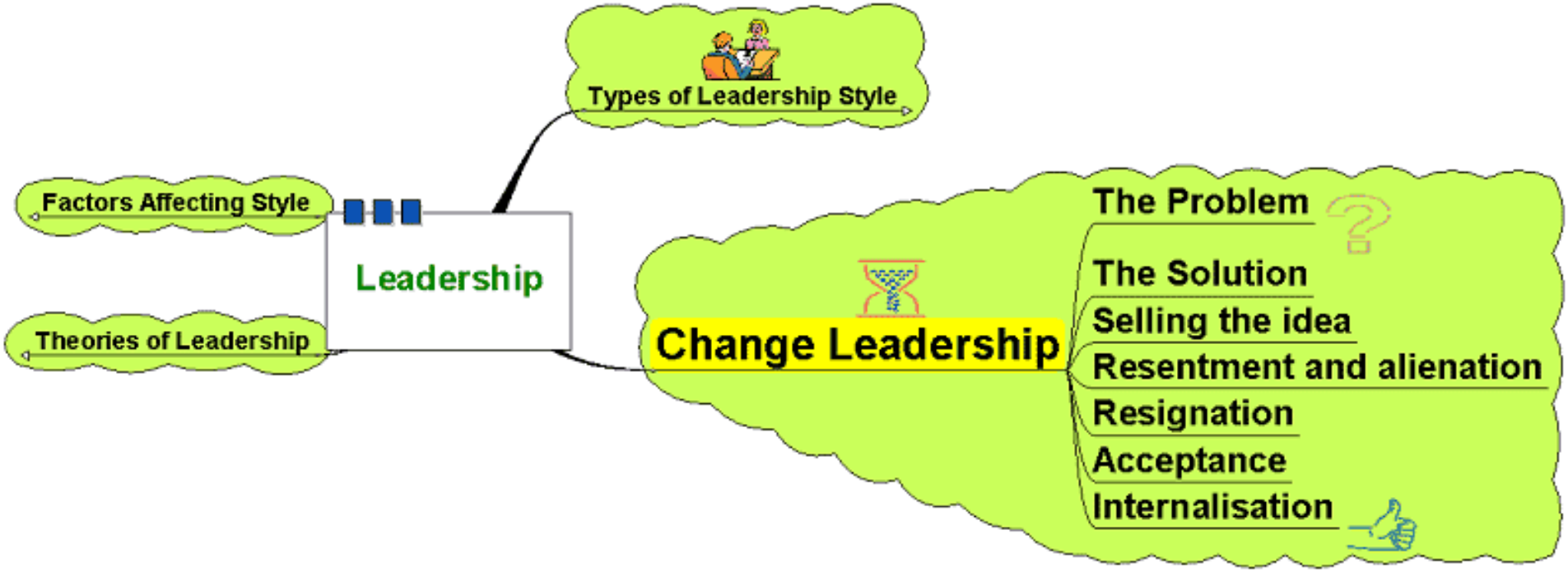
Types of Leadership Style

- Laissez-Faire:
  - ‘Let it be’ – the leadership responsibilities are shared by all
  - Can be very useful in businesses where creative ideas are important
  - Can be highly motivational, as people have control over their working life
  - Can make coordination and decision making time-consuming and lacking in overall direction
  - Relies on good team work
  - Relies on good interpersonal relations

Types of Leadership Style

- Paternalistic:
  - Leader acts as a ‘father figure’
  - Paternalistic leader makes decision but may consult
  - Believes in the need to support staff

Change Leadership



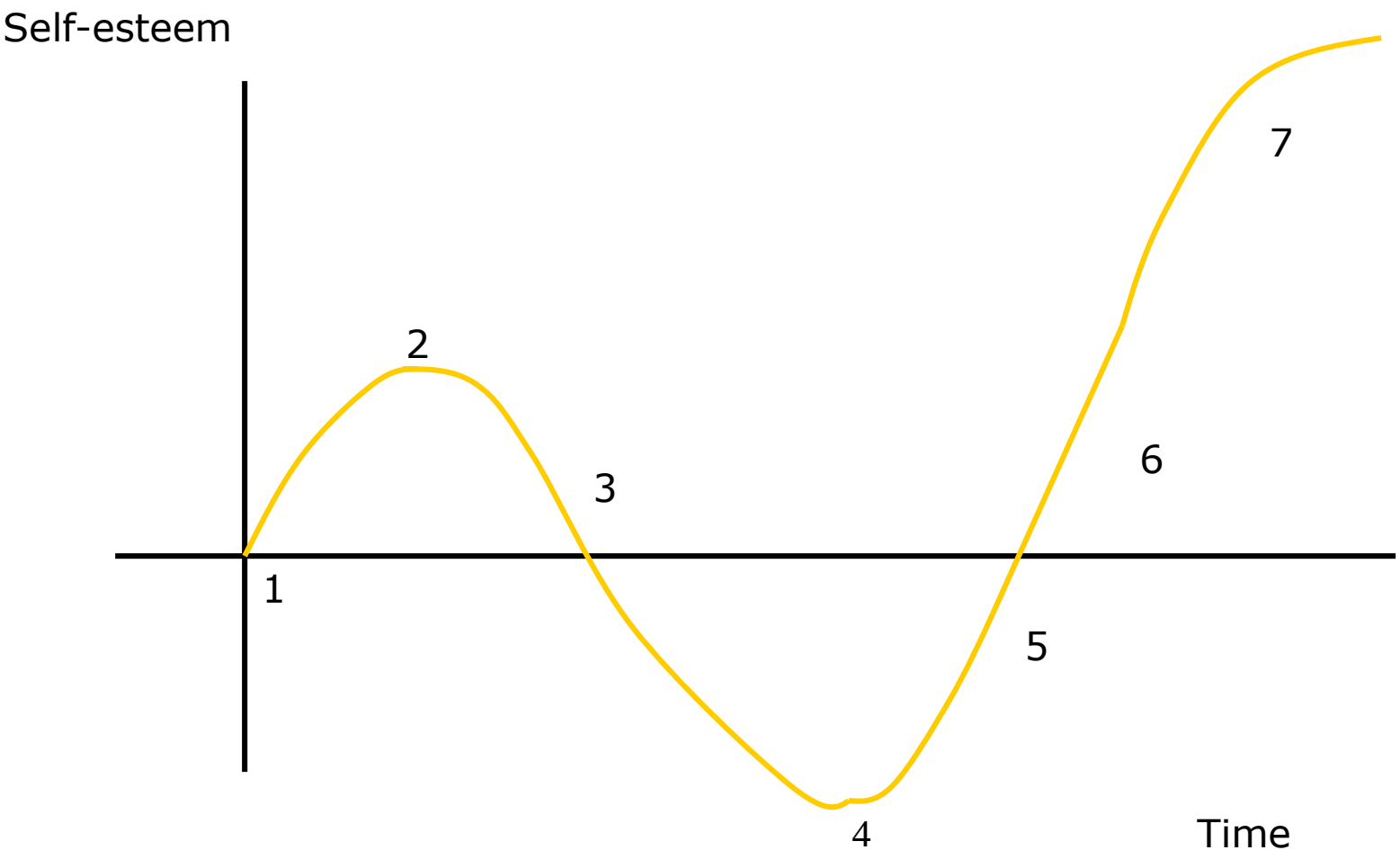
Change Leadership

- The most challenging aspect of business is leading and managing change
- The business environment is subject to fast-paced economic and social change
- Modern business must adapt and be flexible to survive
- Problems in leading change stem mainly from human resource management

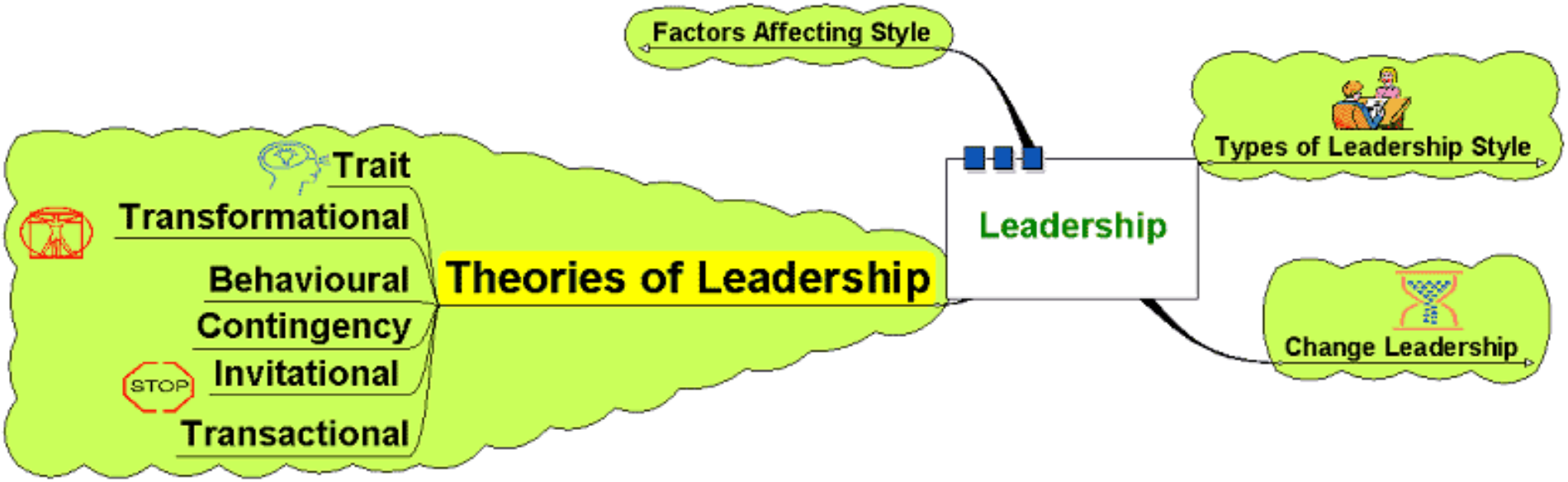
Change Leadership

- Leaders need to be aware of how change impacts on workers
- Series of self-esteem states identified by Adams et al and cited by Garrett
  - Adams, J. Hayes, J. and Hopson, B.(eds) (1976) Transition: understanding and managing change personal change London, Martin Robertson
  - Garrett, V. (1997) Managing Change in School leadership for the 21st century Brett Davies and Linda Ellison, London, Routledge

Change Leadership



Theories of Leadership



Theories of Leadership

- Trait theories:
- Is there a set of characteristics that determine a good leader?
  - Personality?
  - Dominance and personal presence?
  - Charisma?
  - Self confidence?
  - Achievement?
  - Ability to formulate a clear vision?

Theories of Leadership

- Trait theories:
  - Are such characteristics inherently gender biased?
  - Do such characteristics produce good leaders?
  - Is leadership more than just bringing about change?
  - Does this imply that leaders are born not bred?

Activity

Name three well-known leaders

What qualities/traits do they have which make them good leaders?

UK significant leaders of change survey
Cameron (2002)

From 1997-2002, the top 4 names given were:

Winston Churchill

Margaret Thatcher

Nelson Mandela

Adolf Hitler

The Top 5 characteristics of these significant leaders were….

- Clear vision
- Determination
- Great speaker, great presence
- Tough when needed
- Able to stand alone

(Cameron & Green, 2015: 137)

Leadership traits:

Cooper et al (2012: 128)

Old Traits (1981)	New Traits (more recent)
Tall	Integrity, maturity, energy
High socio-economic status	Business acumen
Good interpersonal skills	People acumen
Decisive	Organisational acumen
Intelligent	Curious, intellect, global mindset
Superior judgment	Superior judgment
Excellent verbal ability	Motivation to grow

Leadership

- According to McShane and VonGlinow (2004), a leader must be able to

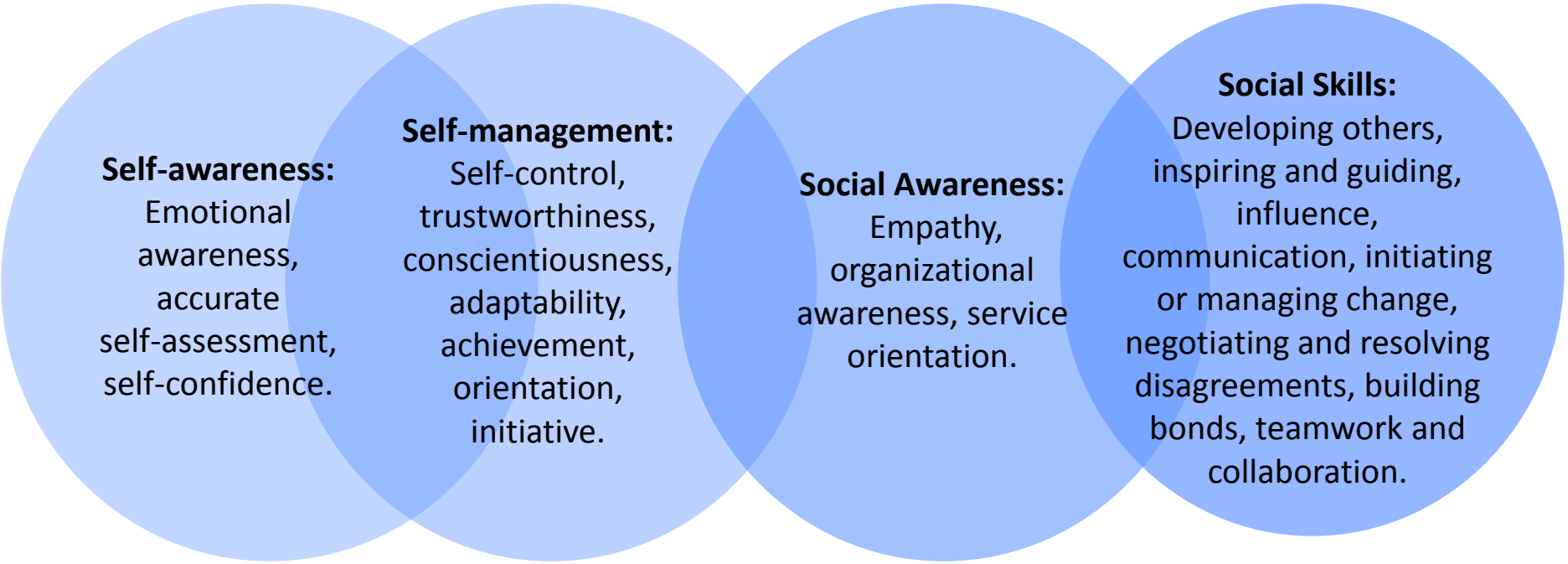
  “influence, motivate and enable others to contribute toward the effectiveness and success of the organisation.”

McShane and VonGlinow (2004)

Key competencies for effective leadership:

-emotional intelligence
-integrity
-drive
-leadership
-motivation
-self-confidence
-intelligence
-knowledge of the business.

Emotional Intelligence Framework



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Theories of Leadership

- Behavioural:

Imply that leaders can be trained – focus on the way of doing things

  - Structure based behavioural theories – focus on the leader instituting structures – task orientated
  - Relationship based behavioural theories – focus on the development and maintenance of relationships – process orientated

Leadership behaviour

Examines how people behave in leadership situations

Two major dimensions of leadership behaviour:

1. Consideration
   - How much the leader establishes trust, mutual respect and rapport with the group
   - How much he/she shows concern, warmth, support, and consideration for subordinates.

2. Structure
   - How much the leader organises groups of people formally to achieve goals

(Ohio studies)

Managerial leadership studies compared

Group interaction analysis	*Task functions*	*Maintenance functions*
Ohio State leadership study	Initiating structure	Consideration
University of Michigan study	Production-centred supervision	Employee-centred supervision
McGregor, assumptions about people and work	Theory X	Theory Y
Blake and McCanse, Leadership Grid	Concern for production	Concern for people

Figure 10.3 Two major dimensions of managerial leadership

Theories of Leadership

- Contingency Theories:
- Leadership as being more flexible – different leadership styles used at different times depending on the circumstance.
- Suggests leadership is not a fixed series of characteristics that can be transposed into different contexts

Theories of Leadership

- May depend on:
  - Type of staff
  - History of the business
  - Culture of the business
  - Quality of the relationships
  - Nature of the changes needed
  - Accepted norms within the institution

Contingency models

Major contingency models of leadership include:

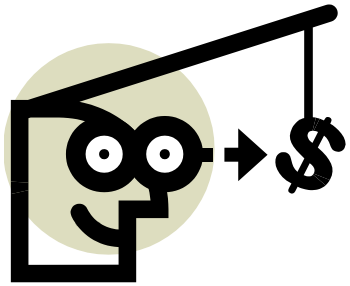
- Favourability of leadership situation (Fiedler)
- Quality and acceptance of leader's decision (Vroom and Yetton)
- Path–goal theory (House)
- Maturity of followers (Hersey and Blanchard)

Vroom and Yetton: five main decision styles

- **Autocratic**
  - A.I. Leader solves the problem alone.
  - A.II. Leader obtains information then decides alone.
- **Consultative**
  - C.I. The problem is shared: the leader decides possibly reflecting influence of subordinates.
  - C.II The problem is shared: the leader decides possibly reflecting the decision of subordinates.
- **Group**
  - G.II. The problem is shared: the leader chairs a group decision-making process.

Path – goal theory: House

- Based on expectancy theories of motivation
- Identifies four main types of leadership behaviour:
  - Directive
  - Supportive
  - Participative
  - Achievement-oriented



- All four types of behaviour can be used by the same person at different times and in different situations.

Representation of the path–goal theory of leadership

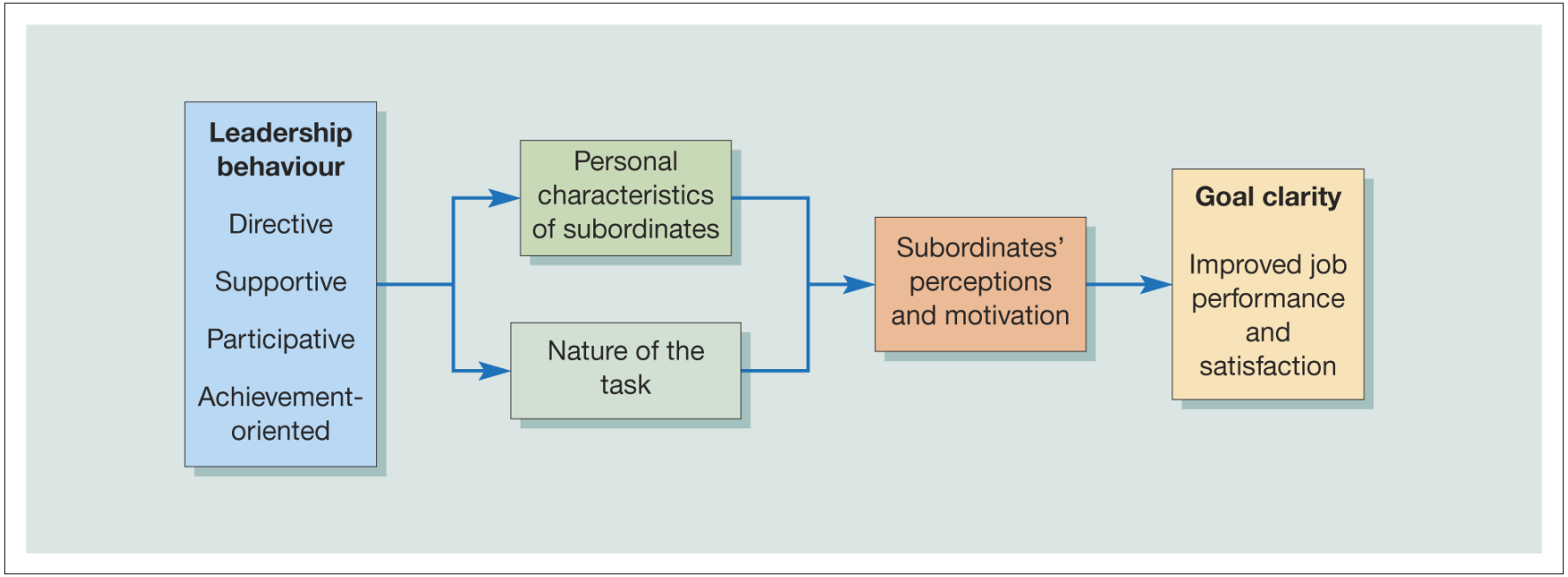


Figure 10.6 Representation of the path–goal theory of leadership

Theories of Leadership

- Transactional Theories:
  - Focus on the management of the organisation
  - Focus on procedures and efficiency
  - Focus on working to rules and contracts
  - Managing current issues and problems

Theories of Leadership

- Transformational:
  - Widespread changes to a business or organisation
- Requires:
  - Long term strategic planning
  - Clear objectives
  - Clear vision
  - Leading by example – walk the walk
  - Efficiency of systems and processes

Transformational leadership

Transactional

- Based on legitimate authority
- Emphasis on the clarification of goals, tasks, outcomes and rewards
- Appeals to the self interest of followers
- Based on a relationship of mutual dependence and exchange

Transformational

- A process of engendering high levels of motivation and commitment
- Generating a vision for the organisation, an appeal to higher ideals of followers, creating a feeling of loyalty and trust
- Is about transforming the performance or fortunes of a business

Yukl's guidelines for Transformational Leadership

- Articulate a clear and appealing vision
- Explain how the vision can be attained
- Act confident and optimistic
- Express confidence in followers
- Provide opportunities for early success
- Celebrate success
- Use dramatic symbolic actions to emphasise key values
- Lead by example
- Empower people to achieve the vision

Inspirational, visionary or charismatic leadership

'Charismatic leaders transform followers by creating changes in their goals, values, needs, beliefs and aspirations.

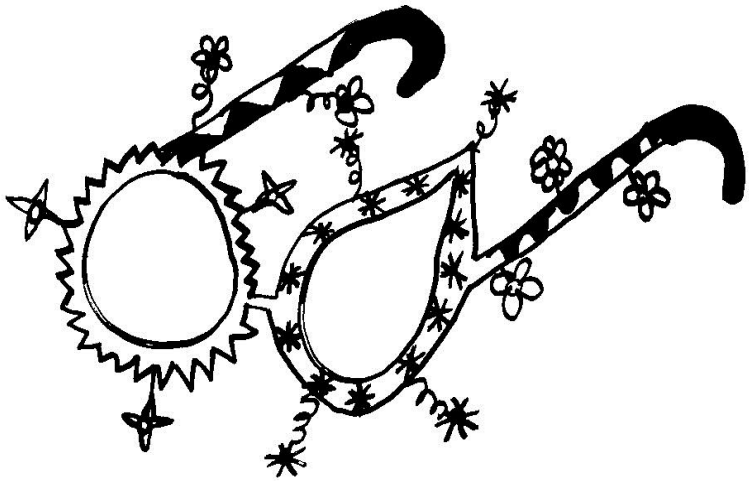
They accomplish this transformation by appealing to followers' self-concepts – namely their values and personal identity.'

Kreitner et al.

Visionary Leadership

The first basic ingredient of leadership is 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



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The vision thing....

- The ability to see the bigger picture
- Taking a long-term view
- Getting everyone to work together to achieve the organisation's objectives
- Create the right climate
- Learn from mistakes not punish
- More commitment from people, not just compliance (Whitehead, 2002)

Leaders' Stories

Howard Gardner's research showed that those leaders who had really made a difference to the ways others through, felt and acted all appeared to have a central story or message. Stories not only provide background, but help the followers to picture the future. The story must connect with the audience's needs and be embodied in the leader him or herself.

Margaret Thatcher

- Britain has lost its way in defeatism and socialism. We must reclaim the leadership from 'them' (socialists, trouble makes, 'wets') and restore earlier grandeur

Margaret Mead

- As human beings we can make wise decisions about our lives by studying options that many other cultures pursue

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

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Vision is Not the Answer!

Connective Leaders

Jean Lipman-Blumen (2002) says that vision is no longer the answer. She encourages leaders to search for meaning and make connections, rather than build one vision. She says that new global ways of working required new ways of thinking which deal constructively with overlapping visions and diversity of views.

Adaptive Leaders

- Identifying challenges and framing key questions rather than defining problems and solutions.
- Let the organization feel the external pressure rather than shielding the organization from threat.
- Challenge unproductive norms rather than maintain norms.
- Expose conflict or let it emerge rather than restore order.

Heifetz and Laurie (1997)

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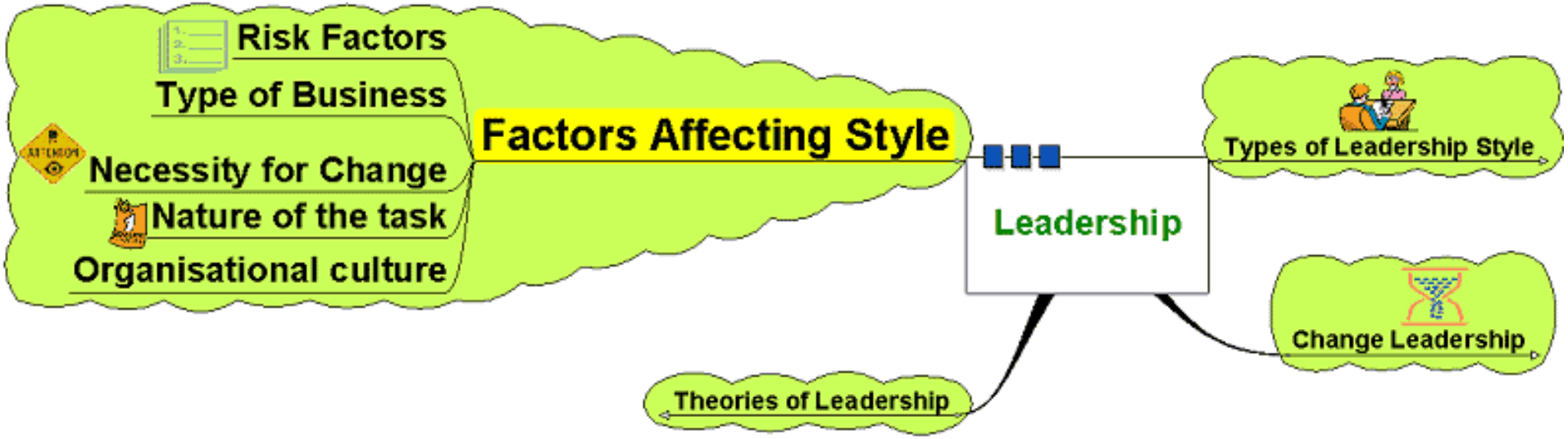
‘What sets great leaders apart is their ability to engage those around them in a shared vision of the future.

By making the right decisions, they demonstrate their commitment to turning their vision into reality;

And by doing so successfully, they instil in others the confidence to trust in their leadership’

Sir Brian Nicholson

Factors Affecting Style



Factors Affecting Style

Leadership style may be dependent on various factors:

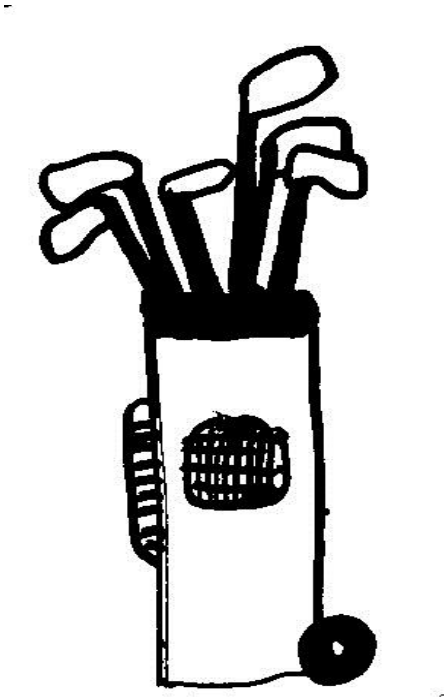
- Risk - decision making and change initiatives based on degree of risk involved
- Type of business – creative business or supply driven?
- How important change is – change for change's sake?
- Organisational culture may be long embedded and difficult to change
- Nature of the task – needing cooperation? Direction? Structure?

Leadership style

This might change as the situation changes within an organisation:

- A visionary/inspirational leadership style should be used when a leader is trying to move people towards a shared dream.
- A coaching leadership style might be used to effectively connect what a person wants with organisational goals.
- A commanding leadership style gives clear direction and is useful in cases of emergency.
- The situational leadership model suggests that leaders change their style of leadership based on how ready their followers seems to be.

Six Leadership Styles



- Coercive
- Authoritative
- Affiliative
- Democratic
- Pacesetting
- Coaching

Daniel Goleman (2000)

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Goleman's 6 Leadership Styles

- **Coercive**

- Sparingly in a crisis; urgent change now; combine with others; negative aspects such as stress/mistrust if overused

- **Authoritative**

- Turnaround situation; credible, enthusiastic, respected leader; 'visionary'; genuine; positive

- **Affiliative:**

Helps repair broken relationships & establish trust; useful when going gets tough/people are struggling; use with other styles

- **Democratic:**

Effective when team knows more than the leader; facilitative – ideas come from them; unsuitable for inexperienced team members who will fail to deliver

- **Pace-setting:**

Effective with a highly motivated, competent team; short term only or staff will get exhausted and feel directionless/unrewarded.

Switch out of it to go into a change process.

- **Coaching:**

Use if people need to acquire new skills/knowledge as part of the changes made

Top 5 Leadership Qualities to Support Change

(Cameron and Green, 2015)

Flexible leadership is the key = versatility

1. **The Edgy Catalyser:**

Creates discomfort to catalyse change

2. **The Visionary Motivator:**

Focuses on engagement and buy-in to energise people

3. **The Measured Connector:**

Focuses on sense of purpose and connectivity across the organisation helping change to emerge

4. **The Tenacious Implementer:**

Focuses on projects, plans, deadlines and progress to achieve results

5. **The Thoughtful Architect:**

Focuses on frameworks, designs and complex fit between strategies and concepts to ensure that ideas provide a sound basis for change

Transactional managers versus transformational leaders

Two organisation states

- **Convergent:**
  - Stable conditions
  - Established and accepted goals
- **Divergent:**
  - Increasingly chaotic environment
  - Established goals challenged.

Transactional managers versus transformational leaders

- Incorporates elements of the Personal Characteristics and the Leader-Follower approach.
- Advocates matching styles to states:
  - Transactional = Convergent
  - Transformational = Divergent.

Figure 12. Burns's contextual approach to leadership

Which style is best?
- transactional
-transformational

Alimo-Metcalfe and Alban-Metcalfe (2000: 27) found when studying leadership in the UK National Health Service (NHS):

‘… the transactional competencies of managers, while crucial, are simply not sufficient on their own’.

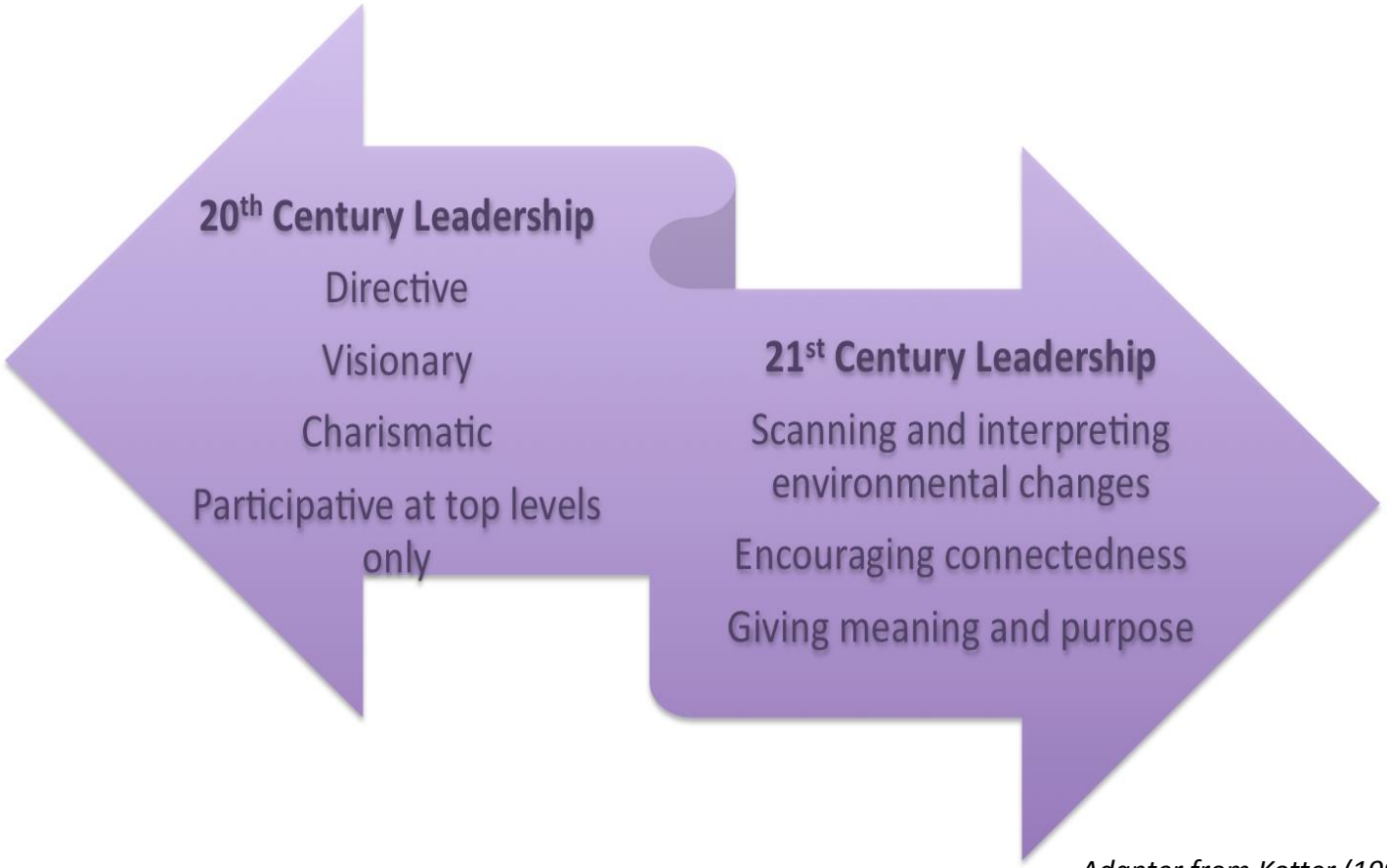
Neither is best

Organisations need both Transactional managers and Transformational leaders.

Transactional managers versus transformational leaders

Context / Style	Convergent	Divergent
Transactional	**Good Fit**	*Poor Fit*
Transformational	*Poor Fit*	**Good Fit**

From 20th to 21st Century Leadership



Adapter from Kotter (1996)

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Factors which influence a manager's effectiveness

1. The manager's past experience, and whether this has reinforced their beliefs or, instead, led them to question their appropriateness.

2. The level of creativity of the manager. Does the manager have a preference for transactional management or transformational leadership, and to what degree can they move between the two?

3. His or her cognitive style: are they adaptors or innovators? Are they 'whole thinkers', or are they more left hemisphere–rational thinkers or right hemisphere–creative thinkers?

Factors which influence a manager's effectiveness

4. The manager's ability to perceive the whole picture. Can they see the organisation in its context?

   In particular, do they understand the choices available in terms of changing the organisation itself, its context, and their own approach to leadership, strategy and change?

5. The organisational context: is it amenable, or can it be made amenable, to a more critical, creative and ethical style of leadership?

Factors which influence a manager's effectiveness

6. The organisation's management team: does it have a commitment to promoting sustainability, diversity and ethical behaviour, and are the senior managers committed to ensuring that its statement and policies in these areas are implemented through the day-to-day actions of all its members?

7. The organisation's management development process: is it effective? Is it geared to developing individual managers and the management cadre of the organisation as a whole?

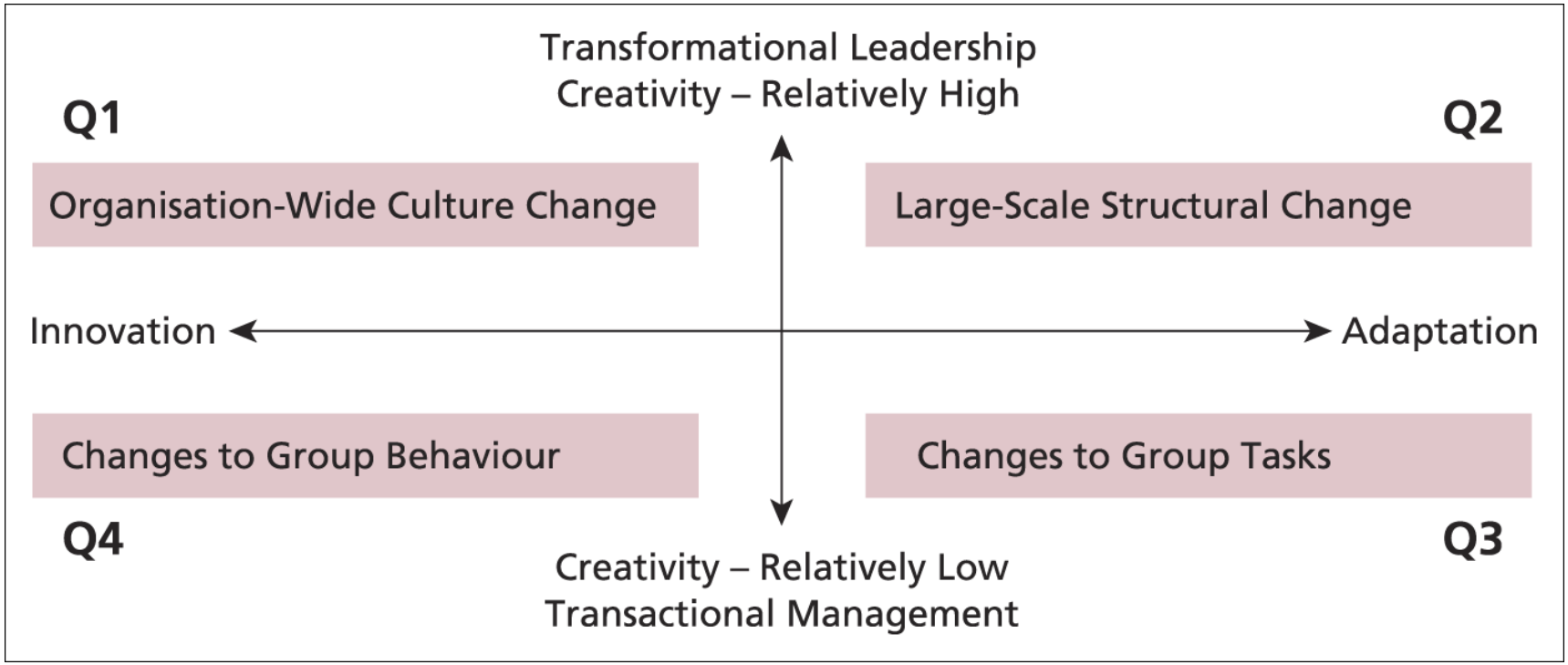

Figure 12. Leadership, management and change

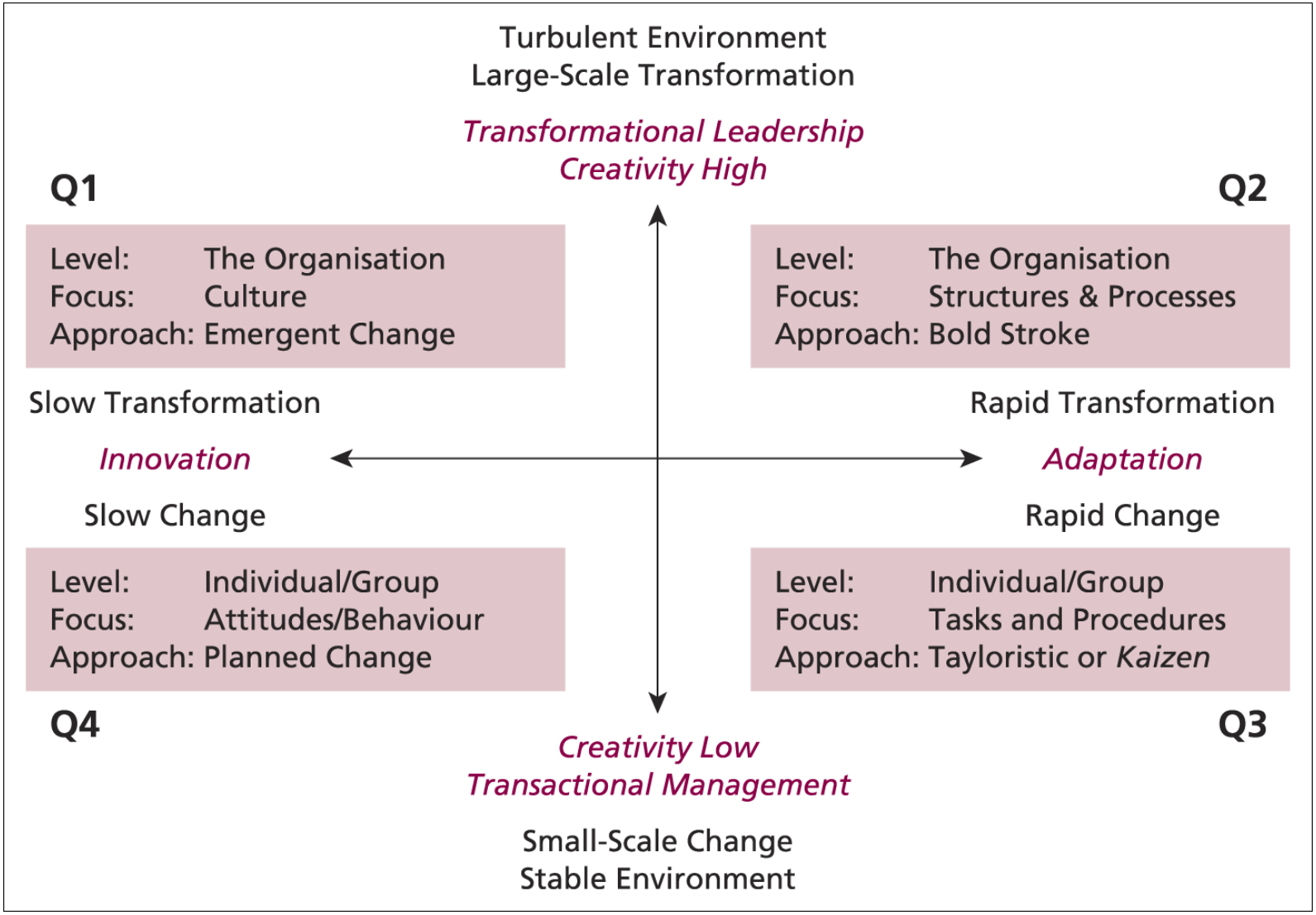

Figure 12.3 A framework for management, leadership and change

Dispersed Leadership

- **Local line leaders:** overcoming obstacles, showing commitment and energy at the front line; need executive leaders and network leaders to create infrastructure and connect them to others.
- **Executive leaders:** developing governing ideas; designing infrastructure for reward, performance management, learning; teaching and mentoring local line leaders; serving as role models.
- **Network leaders:** guides, advisers, active helpers and accessors (resources from elsewhere); working in partnership with line leaders.

Senge, Dance of Change (1999)

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Competitive advantage

- Competent management is one source of sustainable competitive advantage in contemporary, rapidly changing organisations (Nohria, Joyce, & Roberson, 2003; Waldman, Ramirez, House, & Puranam, 2001).
- Leaders and managers are responsible for change strategy, implementation, and monitoring, thus they function as change agents (Kanter, Stein, & Jick, 1992).
- As a result, the challenge of managing change is one of the most fundamental and enduring roles of leaders (Ahn, Adamson, & Dornbusch, 2004), whereas the rapidly accelerating pace of organisational change has made effective leadership imperative.

Factors

- Researchers have created multistep models of change that involve varied organisational dimensions such as culture, leadership, communications , motivation, employee engagement, structure, rewards, and teamwork, to name a few.
- Models by Burke and Litwin (1992), Nadler and Tushman (1980), and Tichy (1983) indicate the importance of internal and external influences such as culture, structure, individual needs and values, goal setting, and feedback, among others.
- Conceptualisations by Kotter (1996) and Ulrich (1998) include leadership, shared need, guiding coalitions, commitment, communicating, changing structures, empowering others, and making change last.
- As a consequence, the importance of the leader's ability to implement change is clear.

Leaders' Skills and Abilities

- Organisational change does not occur unless member groups and individuals change by adopting different behaviours, processes, frameworks, routines, values, or goals.
- As a result, understanding the individual, group, and organisational processes that must occur to drive positive change proves critical for leaders.

(Coghlan, 2000; Katz & Kahn, 1966; Sullivan, Sullivan, & Buffton, 2002)

Overview

- Global competitive landscape requires organisations to engage in frequent changes large and small.
- Competent change leadership is needed: the skills and abilities necessary for successful organisational change
- Interpersonal skills: abilities to motivate, communicate, and create environments supportive of teams.
- Leaders who possess and demonstrate these skills are perceived as more effective in driving change.

Overview

- Organisations face many challenges and choices.
- Limited/considerable scope for manoeuvre .
- Managers and leaders must identify all available options and make choices
- These should take account of both the short- and long-term interests of all their stakeholders
- The worst managers may not be those who make poor choices; it may be those who fail to recognise that there are choices to be made.

Leading in changing times

- Show energy and optimism
- Be open to change
- Communicate
- Empower employees
- Improve the organisation
- Develop talent

Cooper et al (2012)

Summary

- No one best form of leadership
- Different situations call for different styles
- Link with innovation important
- Vision
- Leadership skills need development

Different Leadership for Different Phases of Change

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Assignment

How would you analyse/characterise the type and quality of change leadership shown in your case study organisation?

Today's objectives

- To examine the different roles played by leaders in the change management process
- To explore the skills and qualities required by leaders of change to ensure success
- To understand the need for leaders to be proactive in the change process
- To identify how leaders of change can adapt their style and focus to the different phases of the change process
- To identify the range of choices facing leaders and their organisations when considering change

Next:

Presentations – check slot

Mergers & Acquisitions

Corporate Restructuring