

Replace Original Submission on 19-01-18

by Nathan Buller

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Managing people and change Assignment 1

Course: Applied computing

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Submission Date: 11/01/2018

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[Introduction](#)

Change, Organizational change and Change Management

Change management is the discipline that guides how we prepare, equip and support individuals to successfully adapt change in order to drive organizational success and outcomes. Change is relevant for organizations as without change organisations would be unable to keep up with competitors resulting in more people resisting into buying a company's products. Also, if companies continuously see sales dropping and staff have poor acceptance with change leading to them leaving, it could potentially mean companies will close down unless the change is tackled effectively at a faster and more efficient pace than their competitors. For this assignment an organization has been chosen to analyze changes that have or will occur long and short term which in this case is Nintendo, plus it will cover a suggested change management system that Nintendo could apply to enhance their changes better than other organisations.

Change Drivers and changing nature of organizations

Changing Nature

Nintendo is a massive gaming organisation and over the recent years have become a very innovative company by the way of the vast amount of products and games continuously being launched some being completely new ideas for instance the Wii U and advanced games consoles.

Change Drivers

Change drivers are changes or opportunities internal or externally that can either drive a company forward in progress or delay business progression. These come in four categories being political, ethical, social and technological. This discussion explains an in depth overview of how Nintendo's PEST analysis is affected internal and external.

Political	Ethical	Social	Technological	Competition/st ats
Members expectations might change as more gamers have switched to Smartphones	Super mario games now made by Nintendo are globally cultural with customizable characters. For example some people may feel mario should one only speak 1 language and look one country profile.	Conflict minerals could be a change disrupting organisations as materials supplied from partners might be adjusted over time. an example is Tom Whitehead 2013, Claimed that "We ban the use of conflict minerals and also prohibit our production partners from	New 3D device creates games without the aid of glasses	Innovation company

		using any conflict minerals from the Democratic Republic of Congo and adjoining countries.” http://www.nintendolife.com/news/2013/06/nintendo_falls_under_further_pressure_regarding_conflict_mineral_policies[1] accessed 09/11/2017 15:00PM		
Other products being released leading to more resistance of nintendo's products. Charlie Burton, Argued that Nintendo has fallen to meet expectations in terms of the market that it initially was. "The Wii U had approximately sold 14 million units in 2012, Sony's Playstation 4 did the exact same figures in one year". http://www.gq-magazine.co.uk/article/nintendo-switch-save-analysis-survive [2]Accessed 14/11/2017 15:57PM	Increased demands on 1 single game supplier could mean that incorrect work practices might mean more staff arguments from the main supplier used. David Jenkins noted that "it aims to be committed to ethical manufacturing as there Chinese partner Foxconn had staff committing suicide when working under poor conditions". http://www.gamesindustry.biz/articles/foxconn-puts-up-suicide-nets			

	[3]accessed 15/11/2017 16:09PM			
Changes on how the controller operates failing to connect certain circumstances. BBC news technology reports that "20% of reddit users poll had experienced similar connectivity issues with the Jay-Con controller unless switch device out in open" http://www.bbc.co.uk/news/technology-39218385 Accessed 15/11/2017 15:38PM. [4]				

Change Management

Force Field Analysis

Force field analysis is similar to assessing the change before implementing in the company, which is usually one specific change to the organization. The importance of using Lewins model for change and analysis describes in a scientist article that, "Theories of change describe the effectiveness with which organizations are able to modify their strategies, processes, and structures." <https://www.sciencedirect.com/science/article/pii/S2444569X16300087> Accessed 19/11/2017 14:19pm. [5] There are three processes that link with change management of Lewins known as unfreezing, changing and refreezing. Which flow as follows.

Unfreezing

Create awareness of problem and specify how if continuously work with same methods, how an organization will suffer long term and short term, this task is usually carried out by a far sighted manager or project manager that works for the company that will communicate the affected

changes and barriers to be overcome. The unfreezing change applies with Nintendo as if they were not thinking of how to break into market first with a specific change such as 3D system to work with virtual reality, other organisations will realize this change can be made plus will be more difficult for gaining competitive advantage.

Changing

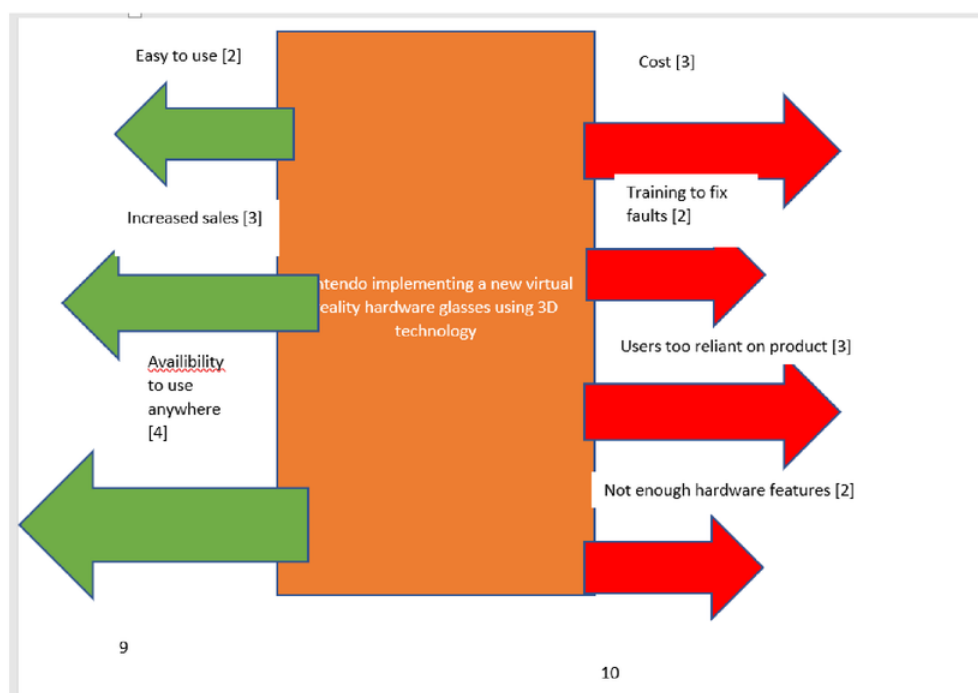
After discussing and agreeing the change you go into the changing part, this is the most frustrating part because if a change is tackled incorrectly or does not work as planned it is harder rectifying this stage.

Refreezing

The final stage refreezing acts like enforcing a change to see if works, if the specific change does work then extra procedures are usually carried out such as creating more of new products and extra training. Nintendo use refreezing to see if their sales increased and if so they encourage people buying from them depending on if they are continuously beating competitors. The appendices 1 diagram illustrates what Lewin's freeze phase model looks like.

In the diagram it also shows feedback loops, the reason for this is at every stage feedback should be provided otherwise employees might feel confused as to whether a change is working or not. Also more resistance may occur in organizations if the employees relationship with staff breaks as a result, the workload from employees may decrease and potentially the most hard working staff could leave. a blog by CEO Michael Heller, December 02 2015 claims that, "Continuous feedback allows employees and their superiors to exchange organic conversation and forge better relationships" <https://irevu.me/blog/the-importance-of-continuous-feedback-in-change-management/> accessed 19/11/2017 13:32pm. [6]

Later on in the 1940s, Lewins created a force field analysis tool which helps to decide whether a change will work out for the better. It works by adding a specific new or ongoing new change with the organisation placed in centre as this is the task happening and on each side of this central change either by arrows or table rows each side contains advantages plus disadvantages of the new change. Each sub category advantage and disadvantage for Nintendo virtual reality 3d system in this case will be discussed and calculated with a score of if this change will make their company more profitable.



Screenshot of force field analysis applied to the chosen organisation

Change Management Theories

Change management theories help organisations become more organised in the way managers and staff follow change. There are numerous theories some that link with each other some that have separate meanings, for this task a range of the major change theories used often will be covered and how some of the practises work with Nintendo.

Kubler ross model

6 sometimes 7 stages which include

Shock - element of surprise that a change or situation has occurred

Denial - Evidence search whether situation occurred or not e.g statistics facts

Frustrating - Recognising things are different with organisations

Depression - feeling sad about the change being made and wanting to revert to older ways

Experimenting- becoming involved with the change to see whether the new approach will work this sometimes can be done by involving beta testers first before publicly releasing depending on product and audience needed.

Decision - training and gaining familiarity with product before using permanently

Integration - applying the new changes and getting rid of old practises

See appendices 2.0 for this image

The way Kubler Ross links in with Nintendo is the staff initially feel an element of surprise when creating several changes at once as they are an innovative company. Also, Nintendo tend to experiment new features to users how new products could be potentially used to promote their business than other competitors.

John Kotter 8 steps for managing change

John Kotter has a more broader method of breaking down change as the aim of his success quoted by Patty Mulder that change strategies are needed "to improve an organization's ability to change and to increase its chances of success." <https://www.toolshero.com/change-management/8-step-change-model-kotter/> accessed 16/12/2017 11:24am[6]. Some stats also mentioned on this from John Kotter is that he claimed "there is only a 30% chance of organisational change success." [6] As a result change in organisations fail to operate successfully unless taking these key elements into consideration before creating a change.

1. Awareness of the need for change
2. Desire to support the change
3. Knowledge of how to change
4. Ability to demonstrate new skills and behaviors
5. Reinforcement to make the change stick
6. Goal oriented
7. Business plan to see if short term goals meet criteria for long term
8. desire to make change ensure that more positives to change than negatives

Some features link with Nintendo as the short term goals for virtual reality need to be met 2D form before adding 3D. Also, as the company is innovative, Nintendo should smartly know which features existing or not to know what changes would make their products better.

Despite Kotter's having similar features for instance awareness plus vision similar to Lewin's strategy along with Beckhard's equation, there are one or two different elements that differ, such as building effective people for designated tasks and reinforcement to stick change which closely relates to Bain's inspiration leadership model 08/06/2016 by developing a team linked with their individual strengths as the employees may succeed more effectively with change.

<https://www.bainleadership.com/leadership-model/> cited 22/12/2017 15:15pm [7]

Beckhard model

Beckhard tends to be a brief model in comparison with other change strategies as mainly consists of an equation to calculate whether the change will work for better or not. The equation works and fits between the start of Lewin's model by multiplying dissatisfaction vision and steps and seeing how much greater is than resisting factors. The only way the model applies to Nintendo is if visionary leaders see a way to overcome the factors short term but need to work out more effective long term. The essentiality for working out long term is that "if one result is zero or near the resistance to change will likely be greater". Appendices 3.0 shows this equation

http://www.valuebasedmanagement.net/methods_beckhard_change_model.html Cited 27/12/2017 16:12pm [8]

Daryl Conner questions theory

With many theories in place there are various questions that employees seem to regularly ask their managers. Daryl Conner expressed that, "senior management need to prepare very thorough answers to the following questions." <http://www.strategies-for-managing-change.com/daryl-conner.html> Cited 27/12/2017 16:30pm [9] Some of the key questions he claimed to announce in this article are "what is wrong with things done before?", "how will it impact my job?", "if i encounter problems what do i do?", "when?". [9] Some of his questions link with Kubler Ross emotionally as sometimes this is how staff feel before implying the change.

Contemporary leadership and management

Leadership is a key point to creating a successful organisation as without a successful leader the community around them will feel unstable as more arguments happening leading into an uneasy environment for people to work in. An article written by Amy Anderson on Forbes.com, mentions that, "With good leadership, corporate culture isn't forced, it is developed." Basically meaning values of people are not forced with good leadership but the organisations help develop. <https://www.forbes.com/sites/amyanderson/2013/01/14/good-leaders-are-invaluable-to-a-company-bad-leaders-will-destroy-it/#7128b68c1138> Cited 11/01/2018 16:00pm [10]. Leadership is categorized into three subjects visionary, inspirational and transformational. The following ways are how leadership is applied or potentially could be enhanced using Nintendo

Visionary Leadership

Visionary leaders start the energy off in an organisation by focusing on a long term vision on how the company should operate better. These leaders usually have passion to create new products such as Nintendo Wii and switch devices to try and break into a new market chain. If companies do not have an enthusiastic leader which links back to Lewin's freeze phase less people would likely want to change the organisation even if has better impact. <http://smallbusiness.chron.com/characteristics-visionary-leadership-31332.html> Cited 11/01/2018 16:07pm [11]

Inspirational Leadership

Inspirational leadership can be considered in organisation as enthusiastic to their employees why a change is needed an article written by Murray Newlands, suggested that, "Effective leaders inspire movements that exist only when people choose to move in the same direction."
<https://www.entrepreneur.com/article/252916> Cited 11/01/2018 16:10pm [12] The way this means Nintendo apply change is if the staff are unhappy to be innovative, the leader should become more aware of why change resistance is occurring and work on the following characteristics to allow organisation expansion. Some characteristics may include positive outcomes to underlying problems, listen to the problem to think of appropriate solutions, trustworthy and supportive. [12] Other features considered with leadership are emotional intelligence as organisations may feel more reluctant to carry changes out if feel emotionally unstable. The way emotional intelligence supports leadership is Goleman, figured out that, "he recommended that managers be clear and transparent in their behavior." <http://knowledge.wharton.upenn.edu/article/daniel-goleman-leaders-must-position-their-employees-somewhere-between-boredom-and-stress/> Cited 11/01/2018 16:28pm [13] He stated this because teamwork would be improved and employees confidence would potentially improve with managers resulting in less fear of the change occurring.

Conclusion

Having looked and taken into consideration Kotter's, Lewin's, Kubler-Ross and queries of Connor, Beckhard and Goleman theories, the proposed change management system Nintendo should consider using despite their being similarities in other change strategies is John Kotter's 8 step approach. Nintendo can relate there organizational in multiple ways as there is normally always a desire to change, the managers are knowledgeable to change, goals are regular focused on and there are plenty of enthusiastic ways that new systems are implemented to maintain change both short and long term.

References

1. http://www.nintendolife.com/news/2013/06/nintendo_falls_under_further_pressure_regarding_conflict_mineral_policies[1] accessed 09/11/2017 15:00PM
2. <http://www.gq-magazine.co.uk/article/nintendo-switch-save-analysis-survive> Accessed 14/11/2017 15:57PM [2]
3. <http://www.gamesindustry.biz/articles/foxconn-puts-up-suicide-nets>]accessed 15/11/2017 16:09PM [3]
<http://www.bbc.co.uk/news/technology-39218385> Accessed 15/11/2017 15:38PM. [4]
4. <https://www.sciencedirect.com/science/article/pii/S2444569X16300087> Accessed 19/11/2017 14:19pm. [4]

5. <https://irevu.me/blog/the-importance-of-continuous-feedback-in-change-management/> accessed 19/11/2017 13:32pm. [5]
6. <https://www.toolshero.com/change-management/8-step-change-model-kotter/> accessed 16/12/2017 11:24am[6]
7. <https://www.bainleadership.com/leadership-model/> cited 22/12/2017 15:15pm [7]
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9. <http://www.strategies-for-managing-change.com/daryl-conner.html> Cited 27/12/2017 16:30pm [9]
10. <https://www.forbes.com/sites/amyanderson/2013/01/14/good-leaders-are-invaluable-to-a-company-bad-leaders-will-destroy-it/#7128b68c1138> Cited 11/01/2018 16:00pm [10]
11. <http://smallbusiness.chron.com/characteristics-visionary-leadership-31332.html> Cited 11/01/2018 16:07pm [11]
12. <https://www.entrepreneur.com/article/252916> Cited 11/01/2018 16:10pm [12]
13. <http://knowledge.wharton.upenn.edu/article/daniel-goleman-leaders-must-position-their-employees-somewhere-between-boredom-and-stress/> Cited 11/01/2018 16:28pm [13]

Other sources

<http://smallbusiness.chron.com/characteristics-visionary-leadership-31332.html> accessed 16/12/2017 1537pm

<https://www.entrepreneur.com/article/252916#> = Cited 16/11/2017 1544:pm

<https://davidburkus.com/2010/03/transformational-leadership-theory/> Cited 16/11/2017 15:59pm

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<http://knowledge.wharton.upenn.edu/article/daniel-goleman-leaders-must-position-their-employees-somewhere-between-boredom-and-stress/> Cited 16/11/2017 16:32pm

<https://www.cleverism.com/understanding-kubler-ross-change-curve/> Cited 26/10/2017 1557pm

<http://smallbusiness.chron.com/characteristics-visionary-leadership-31332.html> Accessed 16/11/2017 1537pm

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<https://www.prosci.com/adkar/applications-of-adkar>

Cited 26/10/2017 1600pm

<http://study.com/academy/lesson/lewins-3-stage-model-of-change-unfreezing-changing-refreezing.html> 26/10/2017 1545pm.<http://www.gq-magazine.co.uk/article/nintendo-switch-save-analysis-survive> Accessed 25/11/2017 23:42pm

<http://www.strategies-for-managing-change.com/daryl-conner.html> Cited 27/12/2017 16:30

Appendices

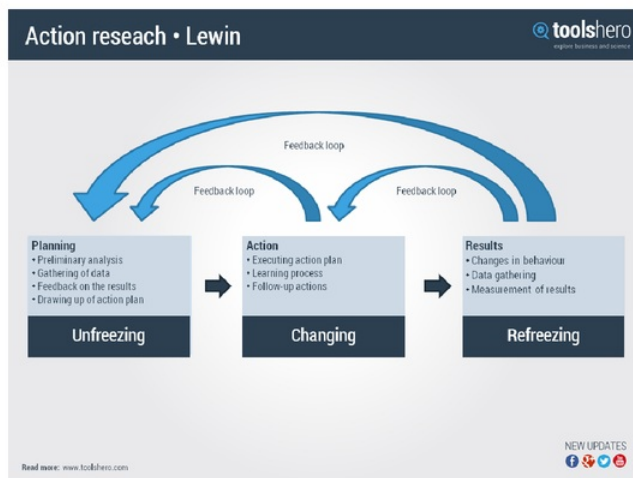
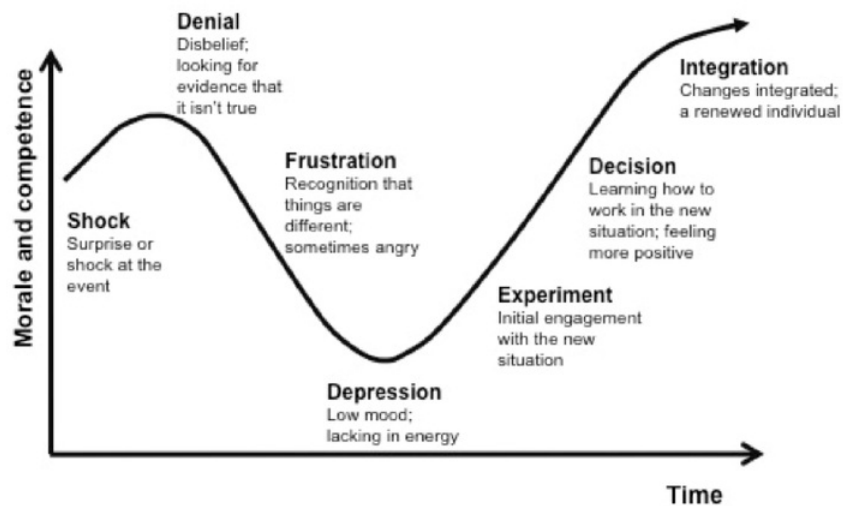


fig 1.0 Lewin's freeze phase model

<https://www.toolshero.com/change-management/action-research-lewin/> [6]accessed 19/11/2017 13:05pm

The Kübler-Ross change curve



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GRADEMARK REPORT

FINAL GRADE

GENERAL COMMENTS

Instructor

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GRADING FORM: UWTSD GRADING FORM

NATHAN BULLER

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1. RESEARCH LITERATURE

Extent of research and/or own reading, selection of credible sources, application of appropriate referencing conventions.



+ Some good use of citations to support report content in places. - could be extended to other areas to support every report section. - use of urls within the report text is not required, only use the reference number within the report and include the url at the end of the report in the reference list.

12

2. KNOWLEDGE AND UNDERSTANDING

Extent of knowledge and understanding of concepts and underlying principles associated with the discipline.



+ Good introduction to change. - could be enhanced with use of citations. + CM concepts ///// Very good review of several relevant change management concepts. + Lead. / Management.

16

3. ANALYSIS

Analysis, evaluation and synthesis; logic, argument and judgement; analytical reflection; organisation of ideas and evidence.



+/- PEST / driver analysis identifies some useful and relevant information. - Social, Tech and Competition could be extended with additional research sources used to identify up-to-date and relevant trends, technology and competitor activity. +/- Conclusion could be extended to identify key findings from throughout the report.

10

4. PRACTICAL APPLICATION

Deployment of methods, materials, tools and techniques; application of concepts; formulation of innovative and creative solutions to solve problems.



+/- L-FFA documented. Good, - arrows could be turned around to face the change being considered.
- a text analysis of the diagram would be useful. +
Good introduction to Case. + Some good CM
concept and Lead./Man. references
recommendations and relations to Case. +
Recommendation.

13.5

5. PROFESSIONAL PRACTICE

Attributes in professional practice: individual and collaborative working; deployment of appropriate media; presentation and organisation.



+ Very good report structure. - TOC and report
sections should be numbered. - Additional proof
reading could remove some minor grammar errors in
places.

5.5