

Assignment 1

by Todd Renton

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CHANGE MANAGEMENT

Managing People and Change M6X01102



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TODD RENTON
Applied computing

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1.0 Introduction

In this report will include an intro section of change, change drives, which will affect a set company. Their also, will be information about different types of management theories and strategies which could help the company with their set change. Other feature listed in the report includes a force field analysis of the company change, Management styles, a conclusion about change and it effect on orgainsations and a recommendation of where the company should or shouldn't proceed with said change.

1.1 Change

A change can be shifting ones' direction/ action so that it different from the original. [1] A simple example of this can be with an object such as a can as by crushing it the original shape has been lost and the can has been changed by crushing it. [2] Other types of changes can be that of what a person dose such as what food they want to eat one day. [3] Some change that affect people could be out of control of a person such as with the weather today as weather will change every day regardless of people normally day lives. [4]

1.2 Organisational change

Organisational change is a transition that will affects the company. [5] This normally occurs propped when a company reorganising itself or has a mass change in the types product production. Other issues that can influence a change could be internal and external pressure such as a union in with the company employees. One of the worst factors that could make a company change is that of a crisis or a disaster such as losing a build due to an earthquake or other malicious act. [6]

1.3 Change Management

Change management is a process, tool and technique which is used to manage the people side of change to improve a business future outcome. [7,8] The kondratieff wave is a display of global innovation from one type of technology advancements to the next. [9] Change management is needed to tackle the ongoing and forever change environment in a business are where it be with a new technology change, industry change, company change personal.

1.4 Organisation

Nintendo is a worldwide know creation of interactive entertainment company based form Japan. Nintendo manufacture many portable gaming systems and video games. Nintendo has sold over 4.5 million video games and over 710 million hardware since 1983. Some of the well know industry icons from Nintendo that are well known games of Mario, Donkey Kong, Pokémon, Metroid and Zelda. [10]

2.0 Organisation changes drives

2.1 Internal change drives

Internal change drive is change that effect the company and caused from issues within the company. These can be a company leader or header board changing. This can affect the company as the new leader will come with the own idea that could differ from the normal ways which could cause the company to slow to adapted to the new direction.

Certain department of a company can be shift while mid developing one product to a complete different product. This happens in game development a lot in which the company will be switch out different development team to try to create a new game, finished a game, have idea for new features of games and update old games. [14]

A common cause for disrupted in a company can be due to an employee leaving the company or losing their job. This can affect the company due to that if that person work on a project it can take time for a newer person to catch up to the work the original has done. Other issues with this is if the left employee get employee to another company working in the same area which can lead to similar products being made. [15]

2.2 External change drivers

An external drive is change, which are place onto the company that mostly are out of the company control. These issues can be cause by a political or legal issue, economic, social and technology.

Political and legal issues that a company must inhered to for the company to, still do business within any country that their operating in. One of the main legal requirement of any company is to pay tax on all building that they own in each country. Since Nintendo is a gaming company it will needed to make sure that the game release is rated correctly to the right age range. [13] When disposal of the game material which could be because of damage product or from repair part of product the waste material should be disposed correctly. [11] Nintendo will also need to think about ways it will protected it brand for copyright which would apply to any product that Nintendo make as well as the company logo and other company made product. [12]

Economic issues can alter a way that a company may work such as with the different prices of material for making a product as the company may want to go with one supplier over another. Some of the main competitor with Nintendo would be other gaming console create with the likes of SONY PS4 and Microsoft XBOX ONE. [16]

Social and culture are mainly stem from social media site as it one of the most common place people of all backgrounds can gather and talk about their ideas. One example of how this can affect a company as with Nintendo is by the user demand of a product such as with the switch and Amibos upon being release and being sold out in areas. [17]

Technology is ever changing and improving as time advances. So, with the new product come a better motion sensor which can detect how a user is using the controls which affect the gameplay. The Nintendo switch is a portable device which work with today modern games as well as older one which make console game more portable like with mobile gaming. An inferred motion camera which is used to keep track of user movement. [18]

3.0 Lewis force field analysis

Kurt Lewis made a model in which the force which drive change can be displayed. The model displays the forces for on the left side and the forces against on the right with the change that is affect by each change in the middle. The main advantage to this model is that the arrow of each of the force should have much influence that force is at driving the change or resisting the change. The idea is for a change to be successful the force drive for change need to exceed the force resisting the change. [19] This is helpful so that the main issues of ay change are noted and that the main factor that made change harder to do can be identify and solution to help make the change can be made.

3.1 Example use with Nintendo

The company Nintendo produce their new Nintendo switch console in which this is an example of how the forces for and against the new product.

Forces for	Change	Forces against
Customer want new product 4	Nintendo console the Nintendo Switch	Cost 3
Competitor lack of involvement 3		Staff afraid of change 1
Income via games 4		Disruption 1
Newer controls and technology 2		Repair cost/ maintenance 2
Portable device 3		Supply issues 5
Upgrade systems 1		No VR support 3
		Environmental impact 1
Totals 17		Total 16

3.2 Minimising the force against change

When working with Lewis model it is possible that the overall resistance to change end up higher than the force for change. This alone won't mean the change won't happen as a company would then review these force factor and see if there are ways to reduce the resisting forces. As seen above in the Nintendo switch force field analysis there an issue with supply as this is a high resisting factor which reduce by Nintendo processing more of the product and sending large shipment to the area that need them.

4.0 Change management theories and strategies

Change management and theorises and strategies are way in which a company may want to process in making a change and will help in the preforming that change. One Such method is that of kotter 8 step change management strategy which act help an organisation from frequently making mistreats when bring around change- too much complacency, fail to communicate. They can be avoided by eight steps model [20].

4.1 The 8 steps

The 8-step process can be broken down into eight steps with 1- 3 being that of with making a team and plan of how to make a change happen in the company. Step 4-5 act on communicating the new plan of change to the employee that work for the company and how to deal with barriers to the change. The last 6- 8 step involve encouraging the change so that it becomes the new norm in the company. Similar this process work to Lewis 3 phase model in which both go through three different phases. In Kurt Lewin model this is unfreezing, changing and refreezing. [23] The first 1- 3 steps are the unfreezing, the 4-5 is the change and the last 6-8 is refreezing.

4.1.1 Establish a sense of urgency

The first step of the eight is to establish a sense of urgency which can be done by starting to identify the potential threats that are cause by an issue. Then with that information start discussing the issues with others such as customer, other employee to gain outside support to strengthen the argument from customers and stakeholders. [20, 21, 22]

4.1.2 Form a powerful coalition

The next step is identified a leader of the organisation which will help to make these changes and to work on building a team in which they can check weak areas of the company. The team that is form from this should include different people from different department areas so that each area has someone involved. [20, 21, 22]

4.1.3 Create a vision

After the coalition has been form the next step is to form an image of how the change is going to take place such as identifying the pro values the change will do for the company. Have a well plan/strategy of how this change will be done and to keep this short and to the point in which any member of the company could follow.

4.1.4 Communication the vision

After creating a plan of how this change will happen is too effective communicate to the other of employee the change. This can be achieved in several different ways such as through the use normal communication method to inform the employee of the change such as email, notes, poster, etc. Kuveler moss reaction to change grief model involves 5 stages which are denial, anger, bargaining, depression and acceptance. [25,26] When going through a change the company need to help the employee to get to the acceptance of this model as to keep them informed about the change to reduce the fear of it. Longaker model which is like Kuveler moss has only 4 steps being shock and disbelief, Resistance, Acceptance ending and peaceful acceptance of new reality. [27]

4.1.5 Removing obstacles/ empower action

The next step is to remove obstacles to the change which may include changing System and structure that undermine the change. By entering a dialogue with all the employee of the company the company can then see who are the most likely to resistance the change which the company can then focus their new idea to these employees. [20, 21, 22] Conner model of communicated with staff is that of question in which the company would need to answer as why staff member may be thinking about the change such as what was wrong with the way they were doing things. [24] By being able to answer these questions can help in getting employee over being resistance the change

4.1.6 Planning for and creating short terms wins

Planning and emphasises short terms win can be done by analysis the pros and cons of the change and displaying the good that come in some steps and relayed this to other employee. For this it nice to set clear defined goals that can be used to strength moral around the change this can be achieved by reward people who help in meeting the targets. [20, 21, 22]

4.1.7 Consolidating improvement and proceeding still more changes

The next step of the model involves not rushing as change process as to ensure victory is declared too early as change is slow, so it will take time to change to corporate culture and human habit. The quick wins are only the start of the long ongoing change so that an organisation will need to keep sure it always improving itself even after these changes. [20, 21, 22]

4.1.8 Institutionalising new approaches

The last step of the Kotter model is to create connects between the new behaviour and success in the company and to keep encourage the process of change by telling the success stories. [20, 21, 22] Adkar model work in a similar way Kotter however cover the feature in 5 steps being awareness, desire, knowledge, ability and reinforcement. [28] Step 1 is the awareness, steps 2-3 is the desire, steps 3-5 is the knowledge, step 6-7 is ability and step 8 is the reinforcement.

5.0 Contemporary Leadership / management styles

Contemporary leadership is where a person in a company which will address issue that a company may face these may be caused by past, current or future thinking and practices done by the company. This is done by this person working with other employee rather than a single person leading with their own ideas. [29] Within this there are many different types of management styles. For a company it is nice to have a couple of people with different types of these management style which can work together for a common cause as in most cases their will most likely be a couple of people of different type of style for set tasks rather than one person doing everything. Some of the styles are visionary, inspirational, and transformational and these people will have their own ability as well.

5.1 Visionary leadership

A visionary leadership style is that of employee who can see beyond the ambiguity and challenges of today to make an empowering picture of tomorrow. Leaders have a way of inspiring their organization around a shared vision. A visionary leader can help to keep track and focus on a task for a long period of time. [30]

5.2 Inspirational leadership

An inspirational leadership style is energising and will give a sense of direction and purpose for employee and momentum for change. Engaging individuals of strive towards a compelling vision of the future. It is often clarity around goal and objects and ensuing those who are led work collaboratively towards a shared purpose. [31]

5.3 Transformational leadership

A transformational leadership will inspire people to achieve unexpected results. This work by the leader inspire the other worker and can give them more control over specific jobs and task once trained. Ways that this is done can be setting goals, mobilisation which set employee into groups to get work done and rise morale. A transformational leader can also help guide people through a change in the origination and support the staff in place. [32]

6.0 Conclusion

Change within any such organisational can be based of many different factors which affect the organisation where they be small issues, customer or products. An organisation will need to plan to tackle these change factors could produce from internal or external based. The organisation will need to take the appropriate amount of time in review and responded to each factor which could be done help of Lewis force field analysis or other such models and methods of analysis the change process. The company will need to focus on the making a plan which can be used to achieve a positive outcome. Other feature which can help an organisational through a change is by having a set change strategies and theories such as Kotter 8 step plan as a guide to change. If an organisation has a set point leader which their own different management styles can help in employee along with the change as these member of staff can lead the direction of change and reduce the resistance against the said change. It is good for company to think about possible was of changing as it can lead to improvements within company and that they don't fall behind against competitors.

7.0 Recommendation

Based on the information gather around Nintendo Switch product and by review several strategies which can be used for change. I would recommend that Nintendo go ahead with implement their new technology and product by following the eight step of Kotter plan as results from the force field show that their more reason to make the change then not to. Plus, the main factor can be minimum with time and little effect to increase supply. The reason for using Kotter 8 step strategy over other ones is that from doing this Nintendo can keep their employee informed about the progress the product is making and can ensure that it the right course. The company should also use a combination of a visionary leader and transformational as this will help to keep employee on track and motivate with their work as one of the most problem with this product will be customer feedback and maintenance on product.

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Assignment 1

GRADEMARK REPORT

FINAL GRADE

GENERAL COMMENTS

Instructor

70/100

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GRADING FORM: UWT SD GRADING FORM

TODD RENTON

70

1. RESEARCH LITERATURE

Extent of research and/or own reading, selection of credible sources,

application of appropriate referencing conventions.



+ Good use of citations throughout to support report content. + Good use of multiple citations in places. + Well-formatted reference list, Good. - Research/Reference list would benefit from the use of relevant books/book chapters. This would enhance the quality of definitions in places.

15

2. KNOWLEDGE AND UNDERSTANDING

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



+ Change Management. + Change drivers. + Change Management concepts. + Change Management strategies. +/- Good overview of some relevant Leadership and Man. styles. - could be enhanced in places with additional citations/perspectives.

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3. ANALYSIS

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



+ Good, PEST Analysis identifies some relevant and useful points. - could be enhanced with additional citations e.g. statistics supporting relevant trends, sales or Nintendo's target market compared to competitors. + Very good analysis of Change Management models. +/- Good summative conclusion. - grammar could be improved in places.

13.5

4. PRACTICAL APPLICATION

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

problems.



+ L-FFA complete, Good. - Change Management models not applied to case. - Leadership and Man. styles not applied to case. + Good recommendation.

12.5

5. PROFESSIONAL PRACTICE

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



+ Excellent report format and presentation. - Grammar and spelling errors in places. Additional proof reading could reduce these.

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