

## LEVEL 7 ASSESSMENT SPECIFICATION

|                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                      |                        |
|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|------------------------|
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| Programme:                     | MBA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                      |                        |
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| Lecturer:                      | Dr. Joe Leung                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Internal Verifier:                                   | Dr. Poon Che Cheong    |
| Assignment Title:              | Assessment 1 Presentation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Word count (or equivalent):                          | 8-10 minutes (maximum) |
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| Submission method:             | <p>All written assessments, where practical and possible, must be submitted via Turnitin unless otherwise instructed by the Lecturer. (Please DO NOT put this assessment specification into Turnitin or it will match many similarities with other students' submissions.)</p> <p><b>Alternative submission method (if applicable):</b></p> <p>Late submission of the assessment will result in a late penalty mark. Penalties for late submission: Up to one week late, maximum mark of 50%. Over one week late, 0%. Only the Extenuating Circumstances Panel may approve a change to submission dates.</p> |                                                      |                        |
| Academic honesty/ referencing: | <p>Academic honesty is required. In the main body of your submission you must give credit to authors on whose research and ideas your work is based. Append to your submission a reference list that indicates the books, articles, etc. that you have used, cited or quoted in order to complete this assessment.</p>                                                                                                                                                                                                                                                                                       |                                                      |                        |

# Change Management & Stability

AND THE IMPORTANCE OF BUSINESS CHANGE MODELS

BY: K C WOO

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# Introduction

## Overview

**CHANGE** will not come if we wait for some other person or some other time. We are the ones we've been waiting for. We are the change that we seek. – President Obama (Obama, 2008)

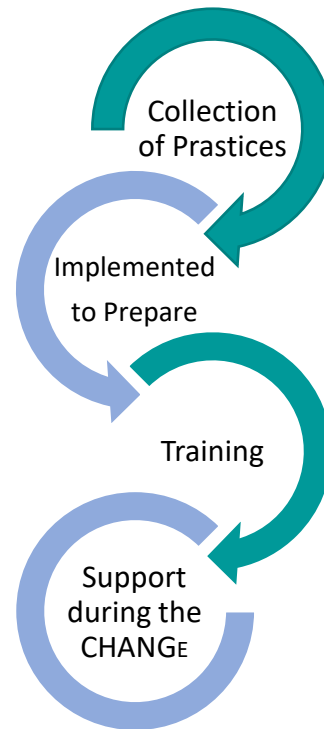
Moreover, in 2019, we had encountered COVID-19, and everything **CHANGED** suddenly. It has been over a month since we have studied together in the classroom. Today we are presenting via Zoom. (Zoom,2022)

Nowadays, **CHANGE** has become a norm in management, for instance, organizations need to change their marketing and advertising strategies in order to introduce new products and services to the market.

The organization must adapt to market conditions, customer demands, and technology continually change.

Therefore, **Change Management** introduce.

## The Definition of CHANGE MANAGEMENT (Armin Trost, 2013)



Change Management is a process of Systematically and Carefully Realigning the organization

## Case study:

### Company background:

Established in 1972, **Jordan, B Limited** (fake name) is one of the most prominent firms in the watch industry. It specializes in OEM and ODM services for international watch brands. The company is the first to grant the Hong Kong Q-Mark in the watch industry. Jordon B Group employs over 3,000 employees in over 100 countries, enabling clients to maintain their competitive advantages throughout the year. The company's promotional activities are exhibiting at the BASELWORLD (Basel World, 2020) Watch the show and the Hong Kong Watch and Clock Fair (HKTDC, 2021), the two most significant events in the watchmaking industry in the world.

## The challenges of the current situation of Jordan B Ltd.

### **Internal Environment**

Purchased a new factory to expand the business.

Is planning to pass the business on to the 2nd generation

### **External Environment**

Covid-19, the 14 days quarantine policy in China limited the management team to travel to GZ factories.

Geopolitical threat to the market, as a role of internal business hub in Hong Kong.

### **Industrial Environment**

The shortage of the delivery time by suppliers

Limited shipment of finished products.

Not able to exhibit oversea

Customers closed down

### **Identify the issues as the management challenge**

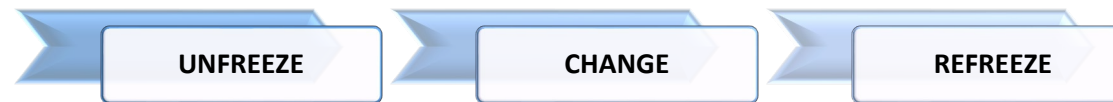
Lack of communication, Poor teamwork, Difficult to manage

Decreased performance levels, Non-productive,

Short of new exposure, Lack of new customers.

# Explanation of change management models:

## Kurt Lewin's Change Management model (K. Lewin, 1947)



Human Relations article, in the section headed “Changing as Three Steps: Unfreezing, Moving, and Freezing” (K. Lewin, 1947a, p. 34; henceforth cited as Lewin),

**Unfreeze** Establish the perception of a need for change

- Acknowledge the need for change

- Replace old behaviors and attributes with new ones

**Change** Make progress toward the upgraded, desired level of behavior.

- Take specific steps to implement change

- Facilitate the learning of new concepts and viewpoints by employees

- Use role models, mentors, experts, and benchmarking results for change

**Refreeze** Establish new behavior as the norm.

- Reinforced and stabilized changes

- Integrate the changed behavior or attribute into normal operations.

- Coach strengthens the stability of change

## Advantages & Disadvantages of K Lewin's model (EPM, 2021)

### **The advantages of K. Lewin's Change Model include:**

This model is CLASSIC, spontaneous, and straight forward.

This model requires the change manager to prepare and motivate the team for any change before you begin. The odds of success increase when the team is motivated and committed to the change.

Using only three steps, **Unfreeze, Change, Refreeze** forces you to consider the fundamentals of managing complex change (the 3-steps).

### **The main disadvantages of K. Lewin's Change Model include:**

Organizational change is complex, yet Lewin's Change Management model has just three steps.

Consequently, it is often regarded as being too simplistic.

Modern organizations are constantly improving, making it difficult to pause and refreeze.

# Kotter's 8 steps Theory (Kotter, 2022)

John Kotter's book *Leading Change* introduced the 8-Step Process for Leading Change to the world for the first time. Years later, his HBR article (Kotter, 1995) and subsequent book by the same name, *Accelerate*, brought forth the evolution of the 8-Step Process introducing readers to the 8 Accelerators and the 4 Change Principles. (Kotter, 2022)

1. Create a sense of urgency
2. Build a core coalition
3. Form a strategic vision
4. Communicate to the team
5. Remove barriers and reduce friction
6. Encourage a small win
7. Sustain acceleration
8. Established institute change



## Advantages & Disadvantages of Kotter's 8 steps (EPM, 2021)

### **The benefits of Kotter's 8-step Change Model include:**

A key component of this plan is to ensure employee buy-in to ensure success.

It is an excellent addition to traditional organizational structures.

It provides clear steps for navigating the process of change.

### **The weaknesses of Kotter's 8-step Change Model include:**

It is a hierarchical model; It is possible to miss opportunities if the vision is not shared by all.

In the absence of considering The Change Curve (Kübler-Ross, 1969) and how people handle significant changes, it can result in resentment and resistance among employees.

It is overly concerned with urgency and lacks detail

Initiating change with the model is good, but sustaining it is not as easy

## A.D.K.A.R. ®

Prosci was founded in 1994 by Professor Jeff Hiatt (Prosci, 2022) who developed the Prosci ADKAR® Model twenty years ago.

|   |                                                     |
|---|-----------------------------------------------------|
| A | Awareness - Of the need of CHANGE                   |
| D | Desire -To partciple and support the CHANGE         |
| A | Knowledge – On how to CHNAGE                        |
| K | Ability - To implement desired skills and behaviors |
| R | Reinforcement. - To stain the CHANGE                |

(Prosci,2022)

## Advantages & Disadvantages of A.D.A.K.R ® (EPM, 2021)

### **There is a numerous benefit to using the model, including:**

ADKAR is a change management model that emphasizes outcomes rather than what needs to be done.

This model can be used to assess the effectiveness of change.

Each step of the model can be evaluated individually. If any gaps are identified, they can be corrected.

It is recognized that it is **PEOPLE** rather than processes that facilitate change.

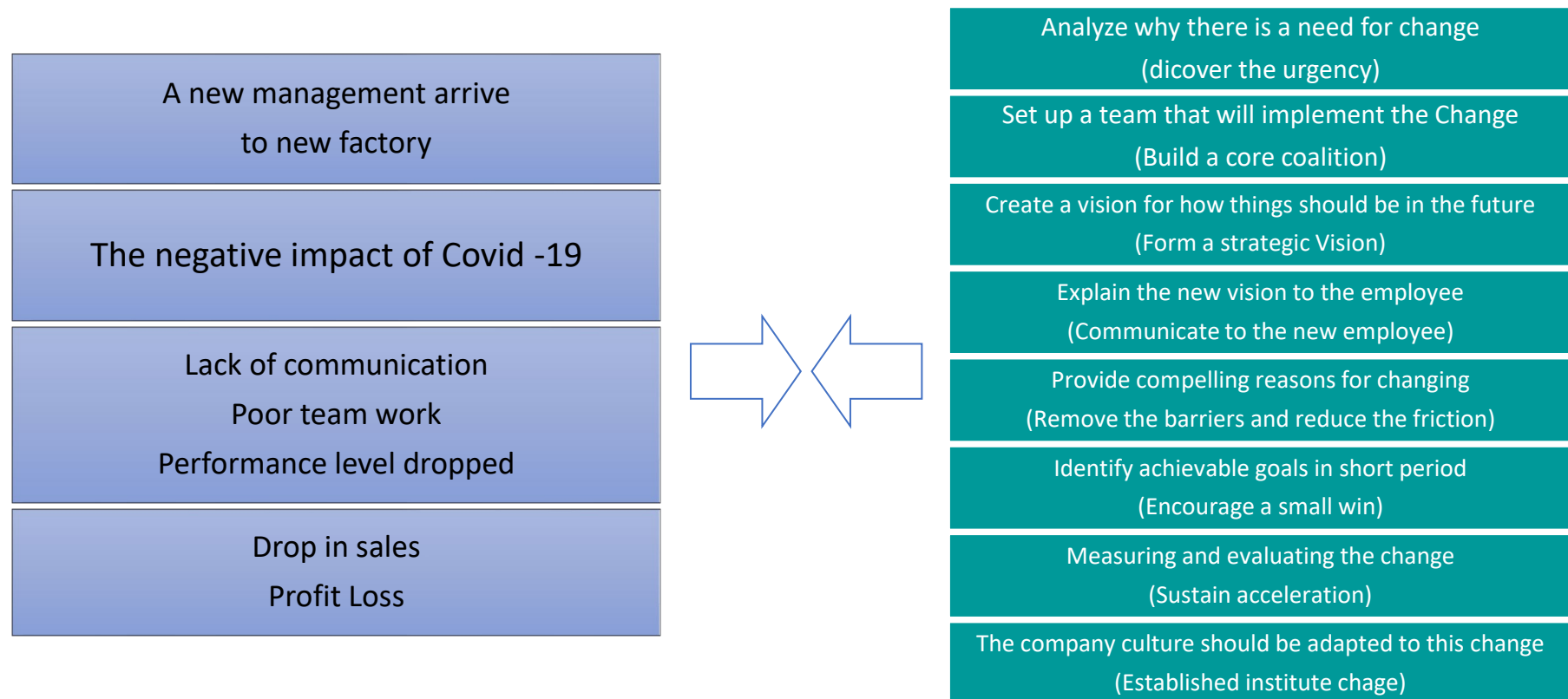
It provides a list of actions that should be taken in order to manage change.

### **The weaknesses associated with the model.**

This approach overpasses the complexity of change. Therefore, it fails to develop a vision and a step-by-step plan for the long-term

This method suits a smaller change initiative. To achieve large-scale change, the people alone is not sufficient.

# How the models will be used in Jordon B Ltd



Identify the barriers to implement the change (Walkme, 2017)

1. Anxiety about the unknown or unfamiliar
2. Leadership that does not meet expectations
3. Poor communication
4. Unnecessary complexity
5. Results-oriented
6. Insufficient support
7. U-turn decision from the Boss

Propose how to manage the change management effectiveness

The vision must resolve a problem on which people are concerned.

Experienced members of the leading team are essential.

Provide sufficient training and education

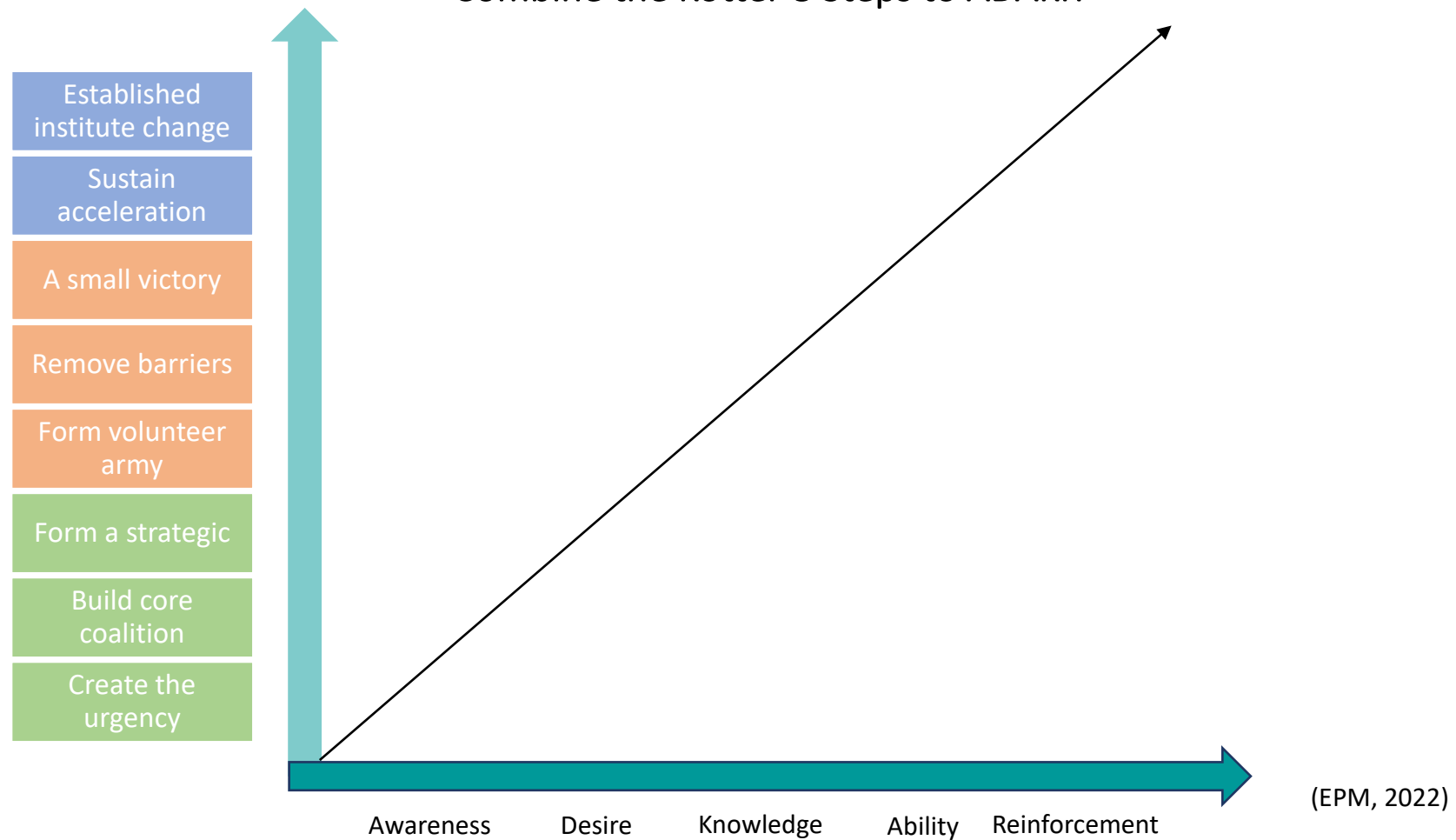
In terms of short terms goals, Quick Wins shouldn't be overly ambitious.

Take some extra time to establish objective metrics to track progress.



(Prosci, 2022)

## Combine the Kotter 8 Steps to ADAKR®



# Conclusion

In conclusion, **CHANGE** is rarely accomplished by one individual or entity alone. It requires collaboration between every aspect of an organization (leaders, employees, and sufficient change models) to make it happen. **Change management** is essential for organizations to remain competitive and grow. The implementation and adoption of change are influenced by change management. The purpose of this is to ensure that the employee understands and commits to the shift and works effectively during it.

Ultimately, this will ensure that **Everyone Achieves the Goal for The Organization**

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Thank You