

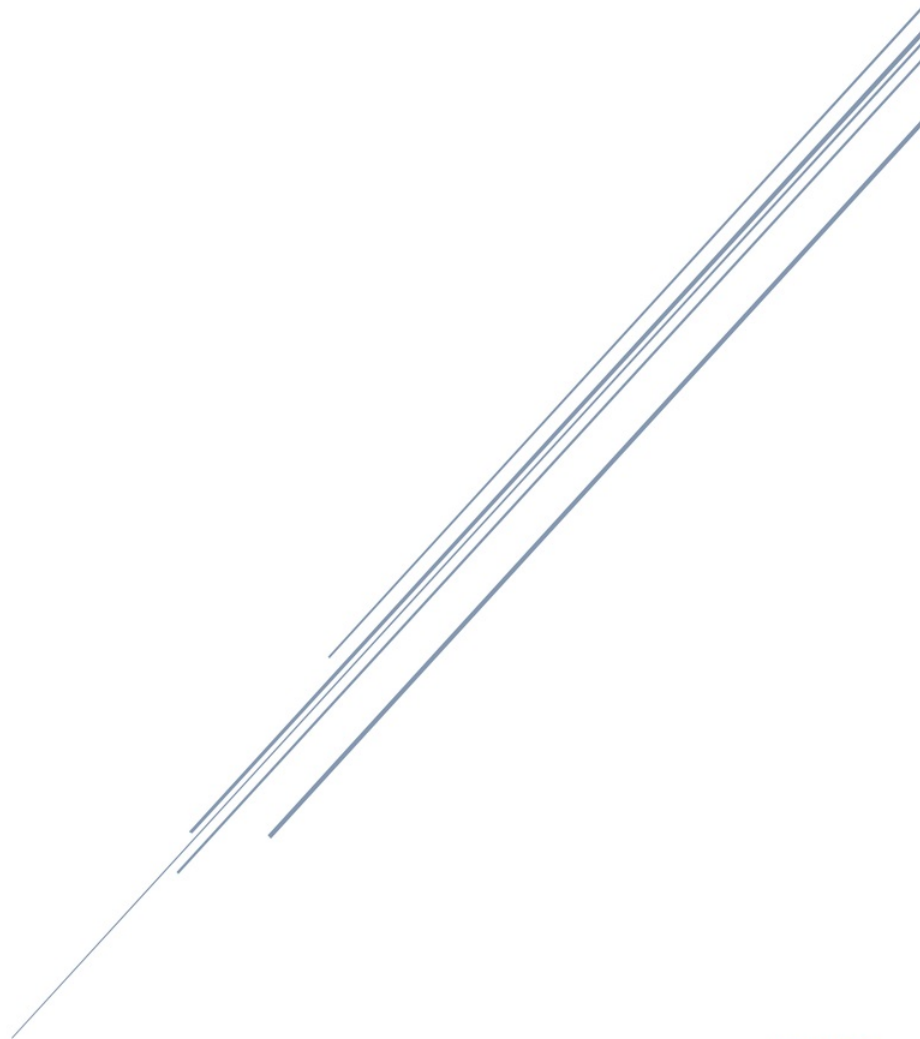
Tapi Matuwi MPAC A1

by Tapi Matuwi

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TIME SUBMITTED	11-JAN-2018 11:55PM (UTC+0000)	WORD COUNT	4115
SUBMISSION ID	81514962	CHARACTER COUNT	27176

MANANAGING PEOPLE & CHANGE

Change Management Assignment by Tapi Matuwi



SOAC
Applied Computing

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1. Introduction

This report is going to be focusing on different types of change in relation to a computing/technology company, the company will be Apple. The different types of changes that will be looked into are change in general, change management, and organisational change.

2. The Different Types of Change

2.1 Change

Starting with change, change is how things move from how they are in this current moment to how they are going to be done in the future. This could be in a work environment or in the community. You find that they can be internally motivate or externally motivated. The changes that can be made can either be a major movement to what we are used to or could be something small. Change has three states of movement it goes from current, transition to a future state. (1)

2.2 Change Management

Change management is the process that guides us to dealing with change from the view of the organisation and the individual. Change management has about three different aspects which are adopting to the change, controlling the change and affecting the change. A pre-emptive method to dealing with change is in the centre of all three of these aspects. Within an organisation change management means defining and implementing procedures and technologies to deal with the changes and profit from them.(1) Change management gives a structured method for supporting people in an organisation to go from their current states to future states.(2)

2.3 Organisational Change

Organisational change is about examining and adjusting management structures and business processes. Small businesses would look into adapting to survive against their competitors and grow. For them to stay in front of their competition they need to look for different methods for them to do things more efficiently and cost effectively. Just like the other change methods organisational change can be anticipated or unexpected.(3)

3. Apple's recent iPhones and their up to date changes

3.1 About Apple

Apple is an American organisation known for designing personal electronics as well as software. They started off making the computers with the success of Apple II, then they later brought out the graphical user interface to market with the Macintosh and the Apple Newton, started producing consumer electronic. Even though this was unsuccessful it was looked at as ahead of its time and it made way for other consumer devices like the iPhone and iPod. (4) Most of this report is going to be looking at the iPhone. Over the years the iPhone have changed quite a lot but the main focuses are going to be the major changes that were made from the iPhone 6s to the latest iPhone X. The changes that were made on these devices have been the biggest changes Apple have made on the iPhones in years, these changes have also raised a few questions among the customers and they have had to adopt to a few things.

3.2 Changes on the iPhone 6s to iPhone 7

The successor of the iPhone 6s was the iPhone 7, it was released on September 22, 2016. The first major change that people saw was the fact that the phone had no headphone jack. Apple announced that users would have to use lightning headphones, which are Apples own headphones or Bluetooth headphones. Both lightning and Bluetooth headphones would be more expensive than the regular aux headphones. Apple knew that they were going to get criticised for after announcing that so they stated their reason for doing so. Their reasons were that lighting cables can adapt older devices, it frees up space for other technology and it furthers their vision for better audio. The downside to making this change was that user wouldn't be able to use existing headphones, new headphones cost more and users aren't able to listen music and charge their phones at the same time. Apples also offers a pair of lightning earphones and an AUX adapter with the iPhone 7. (5) This was the biggest change that was made by Apple and caused customers to ask a lot of questions. They also made other changes like upgrading the camera, storage, processor and battery life of the phone as well as making it water resistant. Those were the changes that didn't raise any complaints but the major change that did was taking away the AUX port.

3.3 Changes on the iPhone 7 to 8

Moving on to the iPhone 8 which is the successor of the iPhone 7. Not that many major changes were made, the most visible changes that were made was adding the glass back which took the place off the aluminium that was used before. The reason why they chose to use a glass back was so they could implement wireless charging.(6) It was pointed out that glass back on the iPhone 8 would be more expensive to fix than the screen. There was a chance that the cracked back would cost the same as a cracked screen to fix under AppleCare+ which would cost around \$29 but instead it will be under other repairs costing \$99. Without AppleCare+ the damage cost would be between \$349 and \$399. (7)

3.4 Changes on the iPhone 8 to iPhone X

Going on to the latest iPhone, the iPhone X which was released 3 November 2017. There were a lot of changes made when compared to the previous iPhones. Starting with the screen it has gone from 4.7 to 5.8 inches. This also allowed Apple to add the edge to edge OLED screen design. In terms of looks the iPhone X is the phone that has changed drastically since the iPhone 6. Apple also took away the home button that had been on every single iPhone since the start. Taking away the home button also meant that the Touch ID was gone as well because it was built into the home button since the iPhone 5, which is where it was first introduced. Apple added a number of camera and sensor parts at the front to perform tasks like the Face ID (which replaced the Touch ID) and Animoji recordings. Other changes were made such as making the cameras and processor more powerful. (8)

Face ID is a major change from the other iPhones, this allows the user to unlock their phone and also make payments. It used the dot projector at the front of the phone to scan 30,000 points on your face, so it creates quite a detailed map on the face. The infrared camera records the placement of the dots and it sends the data to the processor to make sure that the correct face is being scanned. If it finds a match then the phone is unlocked. (9)

4. Researching Apple's change nature & identifying internal & external change drivers.

4.1. Internal Change drivers

4.1.1 Technological Capacity

Technological Capacity is one of the drivers that Apple take into consideration when making changes. As Apple is such a big company they have to stay abreast with the technological changes. Apple is one of the leading technology companies they also have to pave the way for new technology. The new discoveries make old ones obsolete. (10) An example of this is when Apple took away the headphone jack when the iPhone 7 came out. Users have found ways to cope without the headphone jack making it pretty much obsolete.

4.1.2 Financial Management

Financial Management is one of the main driver within any business. If the business doesn't get any money then there is no business because there is a direct connection between the two. Apple are already making a lot of money they are always looking to increase their income. (10) Taking away the headphone jack was a way of increasing income, the reason behind this was because it would lead users to buying add-on items like an adapter that allows users to have both the headphone jack and the lightning jack. As Apple are the owners of Beats headphones they would probably see an increase in the sales of the Bluetooth headphones. Another way Apple took this driver into mind was when they added wireless charging to the iPhone 8 and iPhone X. This would lead to users buying more wireless chargers.

4.1.3 Competition

Competition is something that is massive in the world of technology. Putting out new ideas, technologies and innovations play a massive role in business competition. By facing this competition organisations suffer many things like expense, organisational problems and loss of customers. (10) Apple has made many changes over the years to keep up or stay ahead of its competition. Taking away the headphone jack led to Apple facing a lot of criticism from their customers and this have even saw them lose customers. Apple fought back by adding new features to their phones like the Face ID and wireless charging. ---

4.2 External Drivers

4.2.1 Political forces

Political forces are bearing on how the business is functioning. Political influences like government policies, government ideas and political stability can positively or negatively affect a business. (10) If the government changes their regulations it can possibly have an impact on how the company goes about their business. Newly mandated procedures can influence a factory to change how they produce their products in order to create a safer work place. (11)

4.2.2 Customer satisfaction

Customer satisfaction is extremely important because customers are the ones who make the business successful by buying the company's products. For the customer to be satisfied it can from how they are treated on the store, how they received their packaging and the quality of the product. (10) Apple are a large company with millions of customers across the world so it's hard for them to keep every single one of them satisfied. Going back to when they took away the headphone jack a lot of customers were unhappy with this but the company explained their reasons for doing so, Apple's reasoning made sense to some but not all. An ongoing problem that customers have with Apple was how their charging cables are weak. (12) Releasing the

iPhone 8 and X where you don't need to charge using a cable probably satisfied many customers.

5. Change Management Theories and Strategies

5.1 Lewin's Force-field Analysis

Forces For Change		Forces Against Change
More sales 4	iPhone X	Loss of customers because of price - 4
Introducing new smartphone features - 4		Loss of features from previous phones - 4
More Secure - 5		Complexity - 3
New Look - 3		Cost of repair 4
Beat Competitors - 3		Customers <u>cant</u> afford -4

5.2 Kotters 8 Steps

Kotter's Model can be used to help decrease the resistance to change and implement the change initiative. This model focusses more on the people than the change itself. This model can be used to adapt businesses to the current climate. This model also focuses on how important it is to gain buy-in. One of the key parts of this model is how simple it is to use. This is all because of the eight memorable steps that Kotter put in the research of organisational change. (13,14)

5.2.1 Step 1. Increase Urgency

At this stage is when the organisation starts looking at the possible threats and the consequences that might pop in the future. Looking at the opportunities that can be tapped through effective interventions also fall into this step. At this stage, the organisation would look at honest dialogues and have discussions to make people look over the frequent issues

and provide reasons for them. The involvement and support of the key stakeholders, industry people and customers would also be needed on the issue of change. (15)

5.2.2 Step 2. Forming Powerful Guiding Coalitions

This can be done a number of ways like identifying effective change leaders within the organisation as well as the key stakeholders, by asking them to be involved and committed towards the whole process. Another way would be building a powerful change coalition that would be working as a team. Come up with different ways to achieve that vision. (15)

5.2.3 Step 3. Create a Vision

This can be achieved by determining the main values, ultimate vision and the plans for achieving change in the organisation. This can also be making sure that the leaders can see how effective that the vision is going to be and in a way that people follow and understand easily. (15)

5.2.4 Step 4. Communicating the Vision

This would be communicating the vision in a powerful and convincing way. Connect that vision with all the critical characteristics like the performance review and training. In this step, the organisation would also be handling all of the concerns and problems of people with honesty and by getting involved. (15)

5.2.5 Removing Obstacles

Making sure that the organisational structures and processes are in place and they go with the vision that has been set. Rewarding individuals for endorsing change and sticking with the organisation during the process.

5.2.6 Step 6. Creating Short-Term Wins

In doing so in the early stages of the change process the organisation can feel victory in the early stages of change. An organisation can create many short-term targets rather than creating one long term goal, this is more achievable, it costs less and has less chance of failing. (15)

5.2.7 Step 7. Consolidating Gains

This step can be used to accomplish continuous improvement by examining the success stories independently and growing from those individual experiences. (15)

5.2.8 Step 8. Institutionalising new approaches

This would be developing the connections between new behaviours and corporate successes. Also creating channels to make sure that leadership develops as well as success. (16)

5.2.9 Kotter's Model Conclusion

This is a great theory because it creates a sense of urgency for an organisation which forces them to build a foundation for success and also convinces everyone why the change is necessary. This then gives them the drive to carry out the change, with enough people working on deploying it meaning it would come standard practice. Kotter's experience came from working for large companies and this model would be perfect for a large company but not a small company. This can be an issue for small companies because they don't have a collaborative setup that large corporations do. (13)

5.3 ADKAR Change Management

ADKAR is another model among many change models, this model can help in the development of a cultural transition program. The main focus of this model is change at an individual level, and the requirements of the individual for them to change their approaches to the desired ways of working. This model was developed by Jeff Hiatt of Prosci research in 1998 and it was primarily used as a tool for determining if change management activities were getting the right results during the organisational change. It is now used as tool that helps identify and drive change as well as being a tool that is used to understand any gaps that are required to strengthen the change process. It can also be used to plan change in an organisation before implementation but more importantly, it is useful in the execute stages of the change management process. (17)

5.3.1 The Five Elements of ADKAR

5.3.2 Awareness

Awareness of the need for change. Understanding why something need to change is important for successful change. This step explains the reason and thought process behind a necessary change. Planned communication is also very important. Once this stage has been successfully done the employees will understand why the change is needed. (18)

5.3.3 Desire

Desire to participate in and support change. This step the employee will have come to a decision where they support and be part of the change. The desire to support and participate in the change can only happen being fully aware of the need for change. Building the desire is done by addressing the incentives for the employees and creating a desire to participate in the change. (18)

5.3.4 Knowledge

Knowledge on how to change. Delivering the knowledge about the change can be done by normal education and training methods. There are other ways of transferring knowledge like coaching, forums and mentoring, these methods are just as useful. There are two types of knowledge that need to be addressed which are: knowledge on how the change can be done and how to perform once the change is in place. (18)

5.3.5 Ability

Ability to implement required skills and behaviours. This part of the model is seen to be the difference between theory and practice. The theory side of things would be when the knowledge in how to change is in place and the practice of the individual needs to be supported. This can be time consuming but it can be achieved through practice, feedback and coaching. (18)

5.3.6 Reinforcement

This is the last stage of this model and is a key component because attempts to sustain the change are emphasised. Making sure that the change stays in place and the employees do not go back to their old ways can be done by giving positive feedback, rewards, recognition, measuring performance and taking corrective actions. (18)

5.3.7 Conclusion

This model is a good tool for leaders and change professionals. The reason behind this is because it is easy to grasp, effective and it can be applied in different types of organisational settings. This model helps plan for a new change and helps realise where the current change is failing. Every step highlights the individuals successful journey through change and gives and outcome orientation for change management activities. (19)

5.4 Recommendation

From the information gathered my recommendation would be Kotter's 8 Step Model. This model would be perfect for Apple since they are a large organisation. Kotter himself has had experience working in large organisation which is why this model is a perfect fit. The biggest strength of this model are the first two steps because they help convince the people for the need of change. Engaging with the people inside the organisation of different skills and insights will help bring success to an organisation. For an organisation like Apple this would be perfect since they are always looking for success with the devices that they release. This model also gives a checklist of all the things that need to be thought about during the change process. This goes with the fifth step as this made sure that the correct systems were in place. The last step is anchoring approaches into the new culture, this is key for an organisation like Apple. The reason being because with the devices they release they are always looking to change the organisational culture.

6. Contemporary Leadership / Management styles that could be used to lead a successful change process.

6.1 Visionary Leader

This is a person that is inspiring. These types of leaders tell their teams which direction there are headed towards, but they don't dictate how they are going to get there. They encourage other members of the team to use their initiative in order to solve a problem or to reach a target. Empathy is the most important characteristic that a visionary leader must have. (20)

6.2 Inspirational Leader

This is all about building energy in employees and giving them a sense of direction fuelled with excitement and momentum for change. As a leader you would be pushing another

individual in the direction of a compelling vision of the future. Encourage others to reach their full potential by supporting their efforts. (21)

6.3 Transformational Leader

This type of leadership is seen as an approach that alters individuals and social systems, this means it would form a valuable and positive change with the goal of developing followers into leaders. When you look more into transformational leadership it enhances the motivation, morale and performance of followers. (22)

6.4 Leadership Recommendation

The leadership that I would recommend is transformational leadership. This style of leadership because as well as being transformational it is also inspirational because it can turn followers into leaders. In terms of leading a successful change process this would be a perfect style because it boosts the motivation, morale and performance of the followers. If the followers are motivated, and are performing well then there is more chance of success in the change.

7. Conclusion

There have been many discoveries throughout the course of this report. There a lot of things that have to be taken into to consideration by organisations when they are making changes whether its making a change inside the company or to the products that the company produce. Changes that an organisation makes can have a good impact on them or it could be the opposite so they have to be careful when making any changes.

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GRADEMARK REPORT

FINAL GRADE

GENERAL COMMENTS

Instructor

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1. RESEARCH LITERATURE

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



+ Good use of citations to support report content throughout. - To gain additional marks use several sources to support each report area. Some areas are too reliant on one source. Using several sources will enhance your understanding of the topic and enrich the report and validate points made. If you only look at one source how do you know if it is correct? - Place citation numbers e.g. [1] just before the full stop . instead of after. + Good, fully formatted reference list. Well done.

14

2. KNOWLEDGE AND UNDERSTANDING

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



+ Good introduction and overview of change. +/- Organisational change definition could be enhanced. Multiple sources could be used to enhance understanding and documentation. + Change Management concepts. + Lead./Man. some good and useful definitions documented. + Good, 6.4 documents a sound justification for the use of style chosen.

16

3. ANALYSIS

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



+ Driver analysis identifies and documents useful and relevant points. - Additional research could enrich this section with additional points e.g. 4.1.3. Competition - this section could also include

13

- competitor activity. - 4.2.1 a specific political or legal example could be documented. + CM theories.
- Conclusion should identify key findings.

4. PRACTICAL APPLICATION

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



- + Good overview of case and change background.
+/- LFFA partly complete. - No totals or text review.
+ Good relation documented for the suitability of Kotter's model or Apple. - additional commentary on Apple's existing and sustained innovative culture would add value here. - Adkar could also be related during analysis of method. +/- A summative Recommendation section should be documented at the end.

13

5. PROFESSIONAL PRACTICE

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



- + Excellent report presentation and structure. - Place citation numbers e.g. [1] just before the full stop . instead of after. - Additional proof reading required to reduce/remove minor grammar/spelling errors.

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