

Options for Implementing a Leadership Change

*It is not necessary to change.
Survival is not mandatory*

Joseph M. Juran

Overview of Presentation

❖ *Reasons to change*

❖ *Outcomes and results of an effective change*

❖ *Stages in the change process*

Reasons to change

- Nature of the work force
 - Human resource policies and practices have to change to reflect the needs of an aging labor force
- Technology
 - Faster, cheaper, and more mobile computers
Online music sharing
Deciphering of the human genetic code

Reasons to change

- **Competition**

- Successful organizations will be the ones that can change in response to the competition.
- They'll be fast on their feet, capable of developing new products rapidly and getting them to market quickly.
- Gene one example: establish the company as a strong competitor and show Wall Street that Gene One has the leadership and organizational capabilities to succeed as a public entity.

- **Social trends**

- Internet chat rooms Retirement of baby boomers rise in discount and “big box” retailers

Reasons to change

- World politics
 - Unexpected event around the world, which forces companies to be open to change in order to survive in the market
 - Examples: unilateral invasion of Iraq by the United States, breakup of the Soviet Union, the opening up of South Africa and China, and etc... (Robbins & Judge, 2007)

Outcomes and results of an effective change

- Samsung made the change:
 - Emphasize quality rather than quantity
 - Empowered employees with much greater decision-making authority
 - Senior managers were required to leave their offices and visit the field regularly
 - Number of senior managers were fired to make room for younger and more aggressive leaders



Outcomes and results of an effective change

- And while many of its major competitors—like Fujitsu, Hitachi, Matsushita, Toshiba, Ericsson, and Gateway—are losing money or barely staying profitable, Samsung continues to be solidly profitable.

Outcomes and results of an effective change

- Change is an integral part in the discussion of a company for success that encompasses almost all area such as:
(Robbins & Judge, 2007)
 - Attitudes
 - Motivations
 - Work team
 - Communication
 - Leadership
 - Organizational culture
 - Human resource practices

Stages in the change process

- Change process can be divided into three phases:(Lewin, 1960)
 - ▶ Unfreezing
 - ▶ Changing
 - ▶ Refreezing

Unfreezing

▶ Resistant to change:

- ▶ *Lack of trust,*
- ▶ *Belief that change is unnecessary,*
- ▶ *Belief that the change is not feasible,*
- ▶ *Economic threats,*
- ▶ *Relative high cost,*
- ▶ *fear of personal failure,*
- ▶ *Loss of status and power, and etc...*

▶ Resistant between Gene one Executives:

- ▶ *Vision not clear*
- ▶ *Seems unlikely to succeed*

Unfreezing

- ▶ **Overcoming Resistance to :**
 - ▶ *Education and Communication,*
 - ▶ *Participation,*
 - ▶ *Building Support and Commitment,*
 - ▶ *Negotiation,*
 - ▶ *Manipulation and Cooperation,*
 - ▶ *Selecting People who accept change,*
 - ▶ *Coercion*

Unfreezing

- ▶ **Vision:**
 - ▶ People need to have a vision of a better future that is attractive enough to justify the sacrifices and hardships the change will require.

Unfreezing

- ▶ Organizational culture:
 - ▶ It involves assumptions, beliefs, and values that are shared by members of a group or organization.

Changing

- Forming teams to guide the implementation of changes
- Filling key positions with competent change agents
- Making symbolic changes that affect the work
- Monitoring the progress of change to detect problems that require attention
- Give time out for mental digestion(Tracy, 2010, p. 1)

Changing

- Creating a sense of urgency
- Helping them cope with change
- Keeping people informed
- Empowering people to implement change
- Systematic learning activities

Refreezing

- Get use to the change
- Adapt to the change
- Consensus building
- Increasing passion and enthusiasm

Stages in the change process

- All three phases are important to be implemented properly for successful change.
 - Improper unfreezing will result with laziness or strong resistance.
 - Improper change implementation will result in a weak change plan.
 - And improper refreezing may result in the change being reversed soon after it is implemented.

Change Model

- An effective change model should include proper:
 - *Vision*
 - *Confusion*
 - *Skills*
 - *Anxiety*
 - *Incentives*
 - *Gradual Change*
 - *Resources*
 - *Frustration*
 - *Direction*
 - *False Start*

Change Model

- All five must have communication and accountability: (Ric Van Der Linden, Progressive Edge)

| Change Model | | | | | |
|---------------------|--------------|--------------|--------------|--------------|-------------------|
| Vision | Skills | Incentive | Resources | Direction | Effective Change! |
| | Skills | Incentive | Resources | Direction | Confusion |
| Vision | | Incentive | Resources | Direction | Anxiety |
| Vision | Skills | | Resources | Direction | Gradual Change |
| Vision | Skills | Incentive | | Direction | Frustration |
| Vision | Skills | Incentive | Resources | | False Start |

*If you do things the same, you will always
get the same results*

Brian Tracy

Thank you