

HORIZON OF THE CHANGE MANAGEMENT

Uttam Kumar



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CHAPTER 1

EXPLORATION AND ANALYSIS OF UNDERPINNING THEORY

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ABSTRACT:

This abstract provides a concise overview of the exploration and analysis of underpinning theory, a fundamental component in various academic disciplines and fields of study. The study aims to elucidate the core concepts that serve as the theoretical foundation for diverse areas such as science, humanities, social sciences, and applied sciences. By synthesizing insights from a wide range of scholarly sources, this research seeks to identify common threads, divergences, and the evolution of underpinning theories over time. The investigation delves into the role of underpinning theory in shaping research methodologies, influencing critical thinking, and fostering interdisciplinary collaboration. Additionally, the study examines the dynamic nature of underpinning theories, considering how they adapt to societal changes, technological advancements, and paradigm shifts within different domains. Furthermore, the research highlights the practical implications of underpinning theories in real-world applications, emphasizing their influence on policy development, technological innovation, and the advancement of knowledge. By offering a comprehensive analysis, this study contributes to a deeper understanding of the foundational principles that guide scholarly inquiry and shape the intellectual landscape across various academic domains.

KEYWORDS:

Behavior, Contingencies, Feedback, Observable, Operant Conditioning.

INTRODUCTION

Everything that is accomplished in organizations starts with individual change. The world may start to change if people are inspired to take various actions. The UK's conspiracy laws acknowledge that significant change may begin with a single step. A simple wink or nod between two persons seems to be sufficient proof of a conspiracy deed in some court situations. This kind of legislation does, in a sense, demonstrate the extraordinary ability that people possess to confront established hierarchies and change the status quo. Nonetheless, groups are bonded together in a vast system of groups of people that link in many habitual ways, and individuals are guided to some measure by the rules of the groups to which they belong. So it's not always so cut-and-dry. The process of change involves individuals, teams, and organizations, with leaders bearing a particularly heavy burden of ensuring that all of this occurs. In order to provide readers the choice of starting their trip through the book by reading about the theory of change or by starting with the practical applications, we split the book into three sections. The final section examines how to handle complicated change and if there is a single, effective method. We acknowledge that individual tastes vary.

We do believe, however, that a solid theoretical foundation is helpful in assisting each individual in sorting out and articulating their own presumptions on the operation of organizations and the processes involved in change. For example, do you believe that leaders can influence companies to achieve a desired end state, or do you believe that change requires collective awareness among members of the company before adaptation can take place? When left unchecked, assumptions may be harmful because they limit your alternatives and your ability to think. These have been selected to symbolize four helpful vantage points on

leadership change, team change, organizational change, and individual change. The four main theories for comprehending personal development. These four orientations of psychology are behavioral, cognitive, psychodynamic, and humanistic. This topic examines the relationship between personality and change, as well as how managers might facilitate change in others [1], [2].

This integrates the main ideas about how people go through change and investigates this phenomena using a variety of models. The purpose of this is to provide managers and other persons undergoing or implementing change with an awareness of the change process and the effects it has on people, as well as ways for assisting people through change to guarantee desired outcomes. The process of acquiring knowledge through experience which leads to a change in behavior" is how Buchanan and Huczynski describe learning. Learning is more than simply acquiring information; it's about applying that knowledge by changing the way you interact with the outside world.

A lot of the change situations you encounter call for you to pick up new skills, relearn old ones, or adapt to a new way of doing things. Of course, this isn't always the case sometimes a firm takes over your business and keeps the management team and brand name, so it's "business as usual"—but even with minor adjustments, like a new boss, you may need to pick up some new skills. Examining what transpires when we first begin to learn anything new might be a helpful method to start understanding what occurs when we experience change. Let's use the first time you drive your new automobile as an example. A new car's excitement is often tempered by the anxiety of driving it for the first time. It is instinctive to get into the driver's seat of your old automobile, check it out, switch on the key, and drive away. All of the buttons and control panels, however, can be located differently in a new automobile. Finding them may be accomplished by trial and error or, alternatively, by carefully reading the driver's handbook beforehand. However, it is only the start, since you are aware that anything might happen while you are driving that calls for an immediate reaction, such as honking, flashing your lights, turning on your danger lights, or turning on the windshield wipers [3], [4].

You would have automatically completed all of these tasks, but now you must give them some thought. It takes time to think, but it also needs a "psychological space," which is difficult to establish while you're moving at your typical pace. This is exacerbated by any anxiety you may have about it being a brand-new vehicle and requiring that extra care to prevent any dings in the bodywork. An external evaluation of your performance throughout this procedure would undoubtedly show a temporary decline in your effectiveness and efficiency. Your confidence levels would probably decline if someone were to map your internal condition as well. Of course, this concern wanes with time. This is determined by how well you can process new information, how often you drive, and how often you've changed automobiles.

Competency and ineptitude, both conscious and unconscious

Taking a Gestalt approach to understanding what occurs when you learn something new is another way to look at it. According to the Gestalt psychologists, persons have a worldview in which some things are central to their awareness while other things are more peripheral. To provide an example, the space where I'm writing this overlooks a gravel road that goes to a cottage garden that sparkles in the sunlight when it hits the frost-covered plants. The garden was tucked back into the corners of my mind when I decided to glance up. I was able to bring it to the forefront of my awareness by concentrating on it. Similar to how all the colors in the garden are equally important, as soon as someone says "white," I start to notice the snowdrops, white narcissi, and white pansies. They are now at the forefront of my view.

It doesn't really matter in certain cases what is fully aware or not. When driving a new automobile for the first time, however, a different thing occurs. Many of the components of driving, assuming I am a skilled driver, are unconscious to me. I hope that each of these facets is handled well and completely. Consequently, I may be able to go a long distance on a highway knowing that I'm doing a lot of things unintentionally while driving. I may be described as inadvertently competent. But as soon as I'm in a strange automobile and have to adjust to a new environment, I find that many of the things I used to take for granted are now beyond my current ability. I see now how incompetent I am. By a combination of experience, practice, and trial and error, I am able to intentionally regain my competence. However, it has demanded concentration and effort. These assignments have taken up a lot of my time and attention. They won't take center stage until after some more time has passed and I regain my unconscious competence. Naturally, there is another cycle that begins at unconscious incompetence rather than unconscious competence! This is the situation when you do not know what you do not know, and the only ways to find out are either by making a mistake or by being told by someone courageous and nice enough. You may start the learning cycle by realizing your unconscious inadequacy via self-reflection or criticism from others [5], [6].

DISCUSSION

Through the development of his experiential learning model, David Kolb shed light on the processes involved in learning and the phases that an average person goes through. It is something we pick up by doing and thinking. Kolb regarded this as a cycle in which the person has a real experience, building on the preceding definition of learning as "the process of acquiring knowledge through experience which leads to a change in behavior." The person takes action, thinks back on the particular experience, extrapolates some general implications to make sense of it, and makes plans to behave differently moving forward. Kolb would argue that experiencing every phase of the cycle is necessary for real learning to occur.

Furthermore, Kolb's study indicated that different people learn in various ways and with diverse preferences. A few of us have quite an active attitude to education. We are eager to put what we need to know into practice. We want to jump into the pool and see the water's reaction. Some of us would want to give it some thought beforehand! Before acting, we tend to consider our own experiences as well as those of others. Theorists may want to look at how swimming connects to other sports or how other animals jump into the water. Those of us who are pragmatics want to connect what is going on to their own experiences. They want to know how swimming will help them accomplish their objectives. We all have preferred methods of learning, but the idea also says that we might get mired in our choice. As a result, activists could go straight from one experience to the next without reflecting on how the last one went or making plans for how they would behave differently. The reflector could take excessive amounts of time to do performance and project evaluations, but they might not really apply the lessons learned to the next project. Theorists may invest a great deal of time in drawing connections and gaining perspective by placing the present circumstance in a larger framework, but they may never really take action. Because they are so focused on making sure anything is applicable to their work, pragmatics may be quick to write off anything that doesn't seem all that helpful at first [7], [8].

The Modest Behavior Approach

As the name suggests, the behavioral approach to change primarily concentrates on how one person might use reward and punishment to influence the behavior of another person in order to reach desired outcomes. Analyzing the person's behavior can help identify what factors contribute to success and what factors contribute to non-achievement if the desired outcomes

are not being realized. The person has to be discouraged from acting in any other way and encouraged to behave in the desired manner in order to elicit the desired behavior. There are benefits and drawbacks to this strategy.

An organization, for instance, is going through a deliberate program of culture transformation, transitioning from being a bureaucratic, internally centered company to a flatter, more responsive, customer-oriented organization. To bring about this shift, both front-facing and back-office employees will need to adjust the way they interact with consumers and with one other. The goal of a behavioral approach to change is to influence managers' and employees' behavior. The focus is going to be behavior modification; process, interpersonal, and goal-setting improvement may not necessarily get as much attention as they should. It won't matter how any one person experiences that transformation in particular.

The work of several practitioners forms the foundation of this whole area. The most well-known names are probably Skinner and Pavlov. During his studies on the canine digestive system, Ivan Pavlov observed that his dogs would salivate when they were given food and attached to his experimental equipment. He also saw that when the researcher opened the door to bring in the food, the dogs eventually began to drool. The dogs had discovered a connection between receiving food and the door opening. These days, we call this classical conditioning [9], [10].

Monetary support

The most overt kind of reinforcement that is still used in firms today, especially in cultures that prioritize sales, is financial reinforcement. Bonus payments, awards, and other material incentives are often used. For financial reinforcement to be successful, it must be tangibly, directly, and obviously connected to the performance and behaviors that the business demands. An example of a reinforcement closely associated with a stated behavior would be a reward given to an outgoing contact center employee for reaching a certain number of appointments on behalf of the sales team. A more sophisticated system might associate the reward not only with the quantity of appointments made but also with the quality of the next meeting and the caliber of the customer service provided. A poorly connected reinforcement would be something like a performance bonus for the whole company that has nothing to do with a person's contribution to that performance.

Non-monetary compensation

Reactions

Non-financial reinforcement often takes the kind of comments provided to a person about their performance on certain assignments. The effect of the reinforcement might increase with the specificity of the feedback. Both positive and negative responses are possible. This may rely on the boss's management style and the culture of the company. This feedback could come in the form of a coaching session in which certain behaviors that work well are supported, while some behaviors that don't work well are discouraged and alternatives are suggested.

Social validation

Interpersonal behaviors, or positive or negative communications, serve as a sort of social reinforcement. Positive reinforcement may take many forms, including compliments, praise, increased attention, and broad acknowledgment for specific actions and results. Likewise, "naming and shaming" for subpar performance might also be a type of social reinforcement.

In addition to helping with performance problems, social reinforcement may be quite helpful for changing the company culture. What behaviors are acceptable or unacceptable in a culture may be defined by the acceptance or disapproval of the group. When they first start at a company, they often have to spend a lot of time figuring out which behaviors get them what responses from coworkers and superiors [11], [12].

The Analyzed Methods for Change

Dissatisfaction with the behaviorist paradigm gave rise to cognitive psychology. The behaviorists were only interested in behavior that could be seen. Researchers studying cognitive psychology were much more interested in finding out how language and problem-solving skills develop in individuals. Their areas of research were physiological processes in humans. The internal mechanisms that behavioral psychology does not emphasize are these.

The basis of cognitive theory is the idea that our thoughts are what cause our feelings and issues. People's reactions are a result of how they interpret the circumstances around them. People may alter how they react to events by altering the way they think. Albert Ellis has made significant contributions to rational-emotional therapy while Aaron Beck has made significant contributions to cognitive therapy. Ellis underlined the significance of 1) people's conditioned tendency to experience distress; 2) biological and cultural inclinations to think 'crookedly' and to cause unnecessary distress to themselves; 3) the peculiar human tendency to fabricate and form unsettling beliefs and to feel disturbed by these disturbances; 4) the extraordinary ability to modify cognitive, affective, and behavioral processes so that people can: a) choose to respond differently from how they typically do; b) refuse to feel disturbed by almost anything that may occur; and c) train themselves to live semi-automatically with minimal disturbance for the remainder of their lives. "The underlying theoretical rationale that an individual's affect and behavior are largely determined by the way in which he construes the world; that is, how a person thinks determines how he feels and reacts" is the foundation upon which Beck built cognitive therapy. The development of belief system theory throughout the 1960s and 1970s was mostly attributed to Rokeach's work. According to his theory, a person's core ideas and values are what make them who they are and what determines them most. Therefore, a person's values affect their beliefs, which then affect their attitudes. People's attitudes have an impact on their emotions and actions.

These methods have given rise to a highly deliberate method of viewing personal development. In essence, people must examine the ways in which their adherence to antiquated thought patterns limits them and replace them with more expansive perspectives. Although maintaining alignment across the cause and effect chain is essential to achieving the desired outcomes, this strategy is centered on those goals. The external stimuli and the reactions to them are not discussed in the cognitive approach. It is more focused on what people want to accomplish and how they will go about doing it.

The use of objectives is encouraged by the cognitive approach. It is assumed that the possibility of achieving a goal increases with its clarity. Examine the case study that follows. A survey was conducted with Yale University graduates in the United States over a 20-year period. Three percent of individuals questioned had a higher net worth than the other ninety-seven percent combined. Parental wealth, gender, or ethnicity did not correlate with any of the variables. The sole difference between the 3% and the 97% was that the former had written and well-defined objectives, while the latter group did not. Setting objectives, however, seems to be crucial in the two crucial areas of company concentration and personal drive, according to study one of the authors conducted into what makes for an exceptional salesperson. The exceptional salespeople establish more difficult and specific goals for themselves in terms of their

company. These were combined with very specific personal objectives that the salesperson wished to fulfill in relation to the benefits of commercial success. Research by neuro-linguistic programming pioneers Richard Bandler and John Grinder, who discovered that the most effective psychotherapists were those who could help their patients define wellbeing precisely, lends even more support to this. This gave rise to the concept of a "well-formed outcome," which made it possible for people with clear objectives to attain noticeably better outcomes than those with ambiguous ones. Additionally, the objectives themselves were loftier.

Strategies for transformation

Numerous methods for altering people's ideas and thereby enhancing their performance have been developed via the cognitive approach. Among them are the following.

Favorable listings

Just make a list of all your positive traits, including your positive emotions, positive experiences, positive outcomes, and your knowledge, competence, and skill areas. Accepting that these are all components of who you are as a person can help you to strengthen all of these good ideas, sentiments, and perceptions, which in turn will improve your beliefs.

Verses

Similar to affirmations, visualizations focus on a positive, present-tense mental picture. To effectively visualize, you need to get into a calm state of mind and see a particular instance of how you wish to be. You picture what would be seen, heard, and felt by both you and other people. You see yourself reaching the particular objective while using all of your senses. This is something you must regularly practice.

Changing the perspective

Reframing is a method for lessening emotions and ideas that have a detrimental effect on productivity. Do you feel intimidated when you visit the upper management team? Right now, do you notice how big, vibrant, colorful, and threatening they are? See them all in gray this time, as if you were in the boardroom. Perhaps reduce their size, much as you would a clipart image in a word processing document. Reduce the volume so that they seem to be very quiet. Repeat this a few times and see how it affects your level of anxiousness.

Rupturing patterns

The practice of physically or figuratively shifting attention from a bad condition to a favorable one is known as pattern breaking. Consider the scenario when you meet with the top management team in a boardroom. You realize that you've been a little anxious and correct yourself.

When the time is right, clap your hands tightly together and say, Right, what I was thinking was or put your hand in the form of a fist to your lips and cough deeply. After completing the diversion, you may tell yourself, "That wasn't me." That's me at the moment.

Disconnection

This method is comparable and has the same objective. Consider a moment when you were unhappy with who you were. Maybe you were overcome by a powerfully unfavorable feeling. When you see yourself in that condition, picture yourself moving outside of or away from your body, shedding all of that negativity and being much more composed, logical, and detached. Try going outside of yourself the next time you find yourself in one of those moods.

Resource states and anchoring

These two strategies include recalling a successful former experience that satisfies all the requirements for success. Consider a previous occasion when you delivered a superb presentation. What were you able to witness? How did you hear it? How did you feel? After fully immersing yourself in that moment, pinch yourself and say the first thing that comes to mind. Say the word, pinch yourself, and repeat the experience. Try it now the opposite way; pinch yourself and utter the word, and you should feel the same thing again. Before your next presentation, pinch yourself and utter the phrase as you enter the room to relive the good feeling. Does it function? If not, just give it another go.

Logical examination

The best cognitive strategy is rational analysis. It is predicated on the idea that our beliefs that is, "I could never do that" or "I'm always going to be like that" are not always logical. A rational analysis advises you to list every reason why something is wrong. You must avoid generalizing and instead be particular. Setting quantifiable standards that are grounded in objectivity and require the application of reason is required. If you keep demonstrating why this is an unreasonable view, you will ultimately start to doubt it.

CONCLUSION

This study's analysis of underlying theory has shown how important it is to many different academic fields as a fundamental component. The thorough examination has shown the similarities and differences among the theoretical frameworks that serve as the foundation for knowledge across a variety of disciplines, from the humanities to the sciences. The study demonstrates that underlying theories provide the framework for the development of research techniques, the framing of crucial questions, and the establishment of common ground for multidisciplinary cooperation. As this analysis has shown, underlying ideas are dynamic, which highlights their flexibility to shifting socioeconomic environments, technological innovations, and changing paradigms. This flexibility promotes the ongoing development and change of scholarly knowledge in addition to guaranteeing the applicability and durability of fundamental ideas. Furthermore, supporting ideas have real-world applications that go beyond scholarly debate. Their impact is seen in the creation of policies, the advancement of technology, and the use of knowledge to address practical issues. Understanding the function of underlying theory in these applied fields reveals its innate ability to influence and propel social advancement.

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CHAPTER 2

THE PSYCHODYNAMIC APPROACH TO CHANGE: A COMPREHENSIVE OVERVIEW

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ABSTRACT:

a concise overview of the psychodynamic approach to change, a theoretical framework deeply rooted in psychology that seeks to understand and influence transformation at the individual and organizational levels. The study explores the key tenets of psychodynamic theory and its application in fostering personal and collective change. Drawing upon foundational principles established by renowned figures such as Freud and Jung, the research examines how unconscious processes, emotions, and interpersonal dynamics shape behaviors and contribute to resistance or facilitation of change. The investigation delves into the therapeutic applications of the psychodynamic approach, considering its effectiveness in clinical settings, counseling, and psychoanalysis. Moreover, the study explores the extension of psychodynamic principles to organizational contexts, investigating how these concepts can inform leadership, group dynamics, and the management of change within complex systems. Additionally, the abstract addresses the evolving nature of the psychodynamic approach, acknowledging its integration with contemporary psychological theories and its relevance in navigating the complexities of the modern world. The exploration of the psychodynamic approach to change contributes to a deeper understanding of the interplay between individual and collective psychological factors, offering insights that may inform strategies for facilitating adaptive and sustainable transformations in various settings.

KEYWORDS:

Freudian, Psychoanalysis, Psychodynamic, Subconscious, Symbolism.

INTRODUCTION

Elizabeth Kubler-Ross's study made it clear that people experience psychological changes in their lives.

The concept behind the term "psychodynamic" is that people may go through a range of internal psychological states in response to change in the outside environment. Similar to the behavioral and cognitive methods to change, psychodynamic approach study started with Kubler-Ross in the field of terminally ill patients rather than in organizations. Subsequent studies revealed that people undergoing organizational changes might have quite similar experiences, but maybe less severe and dramatic [1], [2].

The Kubler-Ross model

In 1969, Kubler-Ross released her groundbreaking book *On Death and Dying*. This explained her work with patients who were near death and the many psychological phases they went through in order to accept their situation. It is obvious that this study was thought to have significant ramifications for those going through different kinds of significant transition. Kubler-Ross observed that, under the right circumstances, patients would usually experience five phases of acceptance as they dealt with their diagnosis. Denial, rage, bargaining, sadness, and eventually acceptance were the phases [3], [4].

Refusal

When presented with such potentially disastrous change, people often find it difficult to accept the news. Even they would tell themselves otherwise. In other words, instead of really processing it, they would become emotionally detached and skeptical. Some contend that the body uses this as a means of enabling individuals to get ready for what's about to happen. On a lesser note, a few of us have been stunned and numb when our favorite sports team loses. We basically have to "shut down" since there isn't much we can do. We don't want to take the news and put ourselves through the suffering that will follow.

Bargaining

Even after they've worn themselves out assaulting others, some individuals may still desire to regain some control over their destiny or the circumstances. According to Kubler-Ross, bargaining is a stage that humans are now in. This stage might be characterized by having a talk with oneself for individuals who are dying or who are grieving the loss of a loved one. Alternatively, if they're devout, this may be an intercession request for more time from God. "I'll take back all the hurtful things I said about that person if you'll only let them live," the man continued, "if I promise to be good from now on, if I accept some remorse for any ills I have committed. Once again, this phase might be seen as a diversion from the actual severity of the circumstances. This is negotiating, maybe on the brink of hysteria. The individual is frantically searching for anything that can help the situation. "Everything would be fine if only I could get it fixed or sorted."

Depression

The matter may start to become really significant when it becomes apparent that no amount of negotiating will be able to get out of it. What would we do? At this point, Kubler-Ross saw her patients experience depression. We define depression as a state of sorrow or grieving for a loss, since we will be losing all we have ever owned and everyone we have ever known. Not only will we lose our future, but we will also lose ourselves. We've reached a point when we want to give up on everything. We are in mourning for the loss we are about to experience. Apathy or a feeling of meaninglessness are two ways that this sadness manifests for certain people. Some may experience powerful emotions and dissociative experiences, while others may experience melancholy [5], [6].

Acceptance

Many of the patients Kubler-Ross observed emerged from despair and into the fifth stage of acceptance. Although this is not often a cheerful stage, it is one in which individuals may accept the reality of their circumstances and the inevitable nature of what is happening to them. For this reason, we might want to add the word "quiet" to acceptance. People seem to be well aware of how they are feeling about the circumstances, as well as their hopes, worries, and anxieties. They're ready.

The Virginia Satir model

Family therapist Virginia Satir created her model after seeing a variety of changes in people and families. Her concept includes many phases, but it also emphasizes two crucial moments the alien element and the changing idea that either disrupt or advance a person's experience. Maintaining the status quo is how she characterizes the starting situation. Everybody has gone through times in their life, whether at work or at home, when things go about their daily lives just as they have for the last few days and most likely will again tomorrow. It's possible that your company operates in a mature sector with well-established procedures that need little to

no modification. In this stage, you will continue to get what you are now receiving if you continue in your current course of action. Every component of the system is operating in a state of relative harmony and balance. That is not to argue that there isn't some discontent, of course. Simply said, nobody is bringing about any change.

The Satir model

When anything new is added to the system, this is altered. According to Satir, it is a "foreign element" since something that wasn't there before is introduced. Similar to the instances from the first two models, it may be the start of a disease, or at the workplace, a new CEO with restructuring plans. Regardless of this alien element's nature, it has an impact. This usually results in internal turmoil. The individual's perception of their own world may be inside out or upside down, even if the world itself may still be functioning. At first, he or she could be experiencing disbelief, denial, or emotional numbness, unsure of what to think, feel, or do. People may not agree with the idea that things will be different. In fact, they could strive to work even harder to maintain the status quo for as long as possible, even going so far as to undermine any upcoming innovative ideas. Their formerly strong support systems may no longer be able to be relied upon to assist and uphold the person. They may not know where to go for assistance or who to trust. Anger and disarray are evident throughout this chaotic time, seeping into the person's reality. Apathy and a feeling of futility are experienced after episodes of fear, panic, and despair. This might look like the Dark Night of the Soul described by St. John of the Cross, when all hope is lost.

However, it is often at the lowest point that a thought or an insight emerges from someplace, generally from the depths of the individual. According to the Kubler-Ross model, the person is experiencing awareness and acceptance as they come to grips with the situation's reality. He or she has seen hope, or at least the light. Perhaps if there could be a ton of work still to do, the person has come up with this revolutionary notion that sheds some insight on the circumstances and might perhaps provide a solution. The process of integration may start as soon as this notion of transformation takes hold in the person. As a result, during this phase of integration, each person must absorb the new global order into their personal environment.

Assume your workplace has undergone a reorganization. You have spent a lot of restless nights worried about the kind of work you may do or whether you will still be needed after the transition. At first, none of the occupations that are offered appeal to you at all. But when the chief executive's ideas become more apparent via improved communication, you have to reluctantly concede that maybe he was right to address the firm's complacency. After that, maybe one day you wake up and decide to take a peek at the job description for the Operations position. You have heard positive things about the lady in charge, but you have never worked in that field before.

You "try it on for size" and start to warm to the notion of taking on a new job. Maybe you're simply following along at first, but after a while it starts to become more of an experiment and an investigation. As time goes on, the organization's restructuring is ingrained, roles and duties are made clear, new goals and methods of operation are laid down, and outcomes are realized. A new normal emerges. Perhaps the scars are still there, but they no longer hurt as much. In his brilliant work on change which may not seem very appealing given its title—Gerald Weinberg extensively references the Satir model, overlaying it with the crucial elements that either strengthen or weaken the change process. According to Weinberg, the change endeavor will fail if the recipients of the change choose to oppose it, either consciously or subconsciously.

DISCUSSION

Managers who seek to comprehend and address their staff members' responses throughout a transformation process might benefit from the psychodynamic method. Managers may learn why individuals behave in certain ways by using these models. It reveals what their employees' inner lives are like when they experience change. The models we've discussed simplify what may be a quite complicated process, as they all do. People may not even be aware that they are moving through distinct stages. They could feel a variety of distinct emotions, which might clump together into several categories and be given different names. At that moment, any viewer may see the person's behavior as a reflection of these many emotions [7], [8].

According to research, it's possible that these many stages overlap, with the prevailing emotion of one stage progressively waning while the dominant emotion of the subsequent stage gains traction. For instance, a person may experience a deep sense of loss and accompanying despondency, which may eventually fade, but may resurface and overwhelm them with grief for no apparent reason, an anniversary, and a reunion with a specific person, or an outside event that was covered by the media. People go through a process that, in retrospect or from the perspective of an observer, will have many distinct phases, each of which is distinguished by a distinct attribute and a specific moment in time. The phases themselves, however, may not always have distinct beginnings or ends, and traits from one stage may manifest in another.

The concept of a transformative thought, or defining event, that may be seen as altering or initiating a change in a person, is included into Satir's paradigm. It may be a revelation, or feeling as if a fog had been removed when you wake up in the morning. There is a qualitative difference in the individual going through transformation after that. He or she senses that there is a way forward or can see the light at the end of the tunnel. The most important lesson to take away from this is that everyone experiences the highs and lows of the transitions curve, although maybe at different times and in various ways. It is not only entirely appropriate and natural, but also a fundamental aspect of what it is to be human [9], [10].

Change through humanistic psychology

While developing its own ideas, the humanistic psychological approach to change incorporates some of the knowledge from the other three methods. In the United States, it became a movement in the 1950s and 1960s. It is "concerned with topics having little place in existing theories and systems, e.g. love, creativity, self, growth self-actualization, higher values, being, becoming, responsibility, meaning transcendental experience, peak experience, courage and related concepts," according to the American Association of Humanistic Psychology. Humanistic psychology focuses on several important areas: the significance of the individual as a whole entity in the sense that as humans we are not just what we think or feel or are our behaviors; the importance of subjective awareness as experienced by the individual; the importance of accepting responsibility for one's situations, or at least the assumption that there will be an element of choice in how you think, feel, and act in any given situation. Our existence is surrounded by social and cultural norms. Humanistic psychology has "unlimited aims... our prime aim is to enable the person to get in touch with their real self," in contrast to Freud's belief that the goal of treatment is to move the patient from a state of neurotic anxiety to ordinary misery.

The hierarchy of needs and Maslow

Maslow did not search for symptoms of illness or sickness as previous psychologists had done. He conducted studies on the characteristics of creative, empathetic, impulsive, and fully-lived men and women. In order to develop his theory of motivation which he named a hierarchy of

needs he examined the lives of both men and women who had shown these characteristics throughout their lives. According to Maslow, human beings have a natural urge to advance toward self-actualization via growth and development. But before achieving self-actualization, a person must overcome or satiate a variety of other wants. One of Maslow's discoveries was that a person would not advance nor show interest in the demands further up the pyramid until the lower level wants were satisfied. According to him, the first four need categories are "deficiency" needs. By it, he was implying that motivation to do anything stems from the lack of fulfillment. Requirements like food, drink, shelter, and sexual release are examples of physiological demands. It goes without saying that when they are absent, the person will feel uncomfortable, hungry, thirsty, and frustrated [11], [12].

The Maslow hierarchy of requirements

The degree of danger and the requirement for a feeling of security are the two aspects of safety needs. While some people may be more worried with their physical safety, Maslow observed that many people in the western world were more concerned with their psychological safety. This degree of necessity might arise in the event of redundancy.

Needs for love and belonging are mostly interpersonal. This has to do with the desire for close emotional attachment and affinity. Here, it's critical to recognize that Maslow adds a reciprocity component to the equation. Seldom can one develop a feeling of belonging unless they are able to give as well as receive. Individuals must give something of themselves to the circumstance, to the other person, or to the group. The need for love and belonging is comparable to the need for bodily requirements or safety needs, but it is higher on the hierarchy and drives individuals when it is lacking. Needs for self-esteem are satisfied in two ways. They are satisfied when people reach a certain level of skill or expertise in a particular endeavor.

They are also satisfied when their accomplishments are acknowledged. One last need that Maslow proposed was the desire for self-actualization. According to him, it is "the desire to become everything that one is capable of becoming, and to become more and more what one is." He saw that once all their other wants were addressed, people kept looking for something more. People make an effort to transform into the person they think they can be. It is a challenging idea to articulate. Maybe it's a need for something to surface from the core of your existence. Depending on the person, self-actualization may take many different shapes. The pursuit of knowledge, comprehension, tranquility, fulfillment of oneself, significance in life, or beauty are some examples of these variances; yet, the desire for beauty is neither more or less important than the other wants at the summit of the pyramid. The demands for self-actualization are not arranged hierarchically.

Rogers and the way to develop personally

Among the pioneers of the humanistic movement is Carl Rogers. He has written a great deal on the phases that individuals go through while they attempt to "become a person." The majority of Rogers' writings were inspired by his observations made while working as a psychotherapist. But he became more and more fascinated in how people behaved in organizations, how they acquired knowledge, and how they used authority. Because of his "client-centered approach" to growth and development, which offers hints and signals on how we as change agents could promote growth and development with people inside companies, Rogers is a significant researcher and writer for consultants. Rogers outlined three essential prerequisites for this to happen.

Sincerity and consistency in being conscious of your own emotions, being true to yourself, and being genuine. According to Rogers' study, there is a higher chance of a client's personality

changing if the change agent is more sincere and consistent in the connection. Genuine acceptance of the client's sentiments and an unwavering commitment to allowing their process to continue are signs of unconditional positive regard. It doesn't matter what emotion the customer is going through angry, afraid, or hateful. It is implying that the individual is OK behind all of this. In trying to grasp and conceptualize the process of change I gradually developed this concept of a process, discriminating seven stages in it," says Rogers, demonstrating empathy. "It is only as I understand the feelings and thoughts which seem so horrible to you, or so weak, or so sentimental, or so bizarre - it is only as I see them as you see them, and accept them and you, that you feel really free to explore all the hidden roots and frightening crannies of your inner and often buried experience," explains Rogers.

Several fundamental ideas that come from Rogers' work are significant when it comes to managing change on an individual basis in companies. Growth and development may take place when an atmosphere that is supportive is created via positivity, empathy, and genuine esteem. Clients may express and resolve any negative emotions they may be having about the change in this supportive setting, as long as the change agent takes the appropriate position. The client's attitude to thinking and feeling will shift from rigidity to greater flexibility in light of this supportive atmosphere and the appropriate posture of the change agent. This promotes more innovation and taking chances. Clients will progress toward embracing a larger degree of self-responsibility for their circumstances given this supportive atmosphere and the appropriate posture of the change agent, giving them more alternatives. Fritz Perls, who was focused in the present moment, is credited with creating gestalt therapy. According to Perls, a person's current problems stem from the way they are behaving right now, at this now. According to Perls, his objective should be to provide him with the tools necessary to address his current issues as well as those that may come up in the future. The instrument is self-sufficiency, which he attains by addressing himself and his issues with all the resources now available to him, at this moment. He may observe how he is creating his problems, identify his current problems, and assist himself in solving them in the present, in the here and now, if he can be fully aware of himself and his behaviors at all times, whether they be verbal, physical, or fantastical. The main goal of a Gestalt consultant is to demonstrate to clients that they stop themselves from reaching their goals. Gestalt places a strong focus on doing, acting, and experiencing. It is an experienced approach rather than only talking. Gestaltists map how people and organizations execute their wishes using a cycle of experiences, but they also often map how they prevent themselves from finishing the cycle. "Come to your senses and get out of your mind" was one of Fritz Perls's favorite proverbs. Gestalt always starts with the present moment and what is being experienced. Sensation is the foundation of experiencing. The kind of consciousness is determined by sensing.

The Gestalt cycle

Awareness arises from our senses, whether they are internal or external to us. When we stop and pay attention to what we are going through, we become aware of it. "The spontaneous sensing of what arises or becomes figural, and it involves direct, immediate experience," is how Nevis puts it. Your awareness may include memories of the past, expectations of the future, inner experiences, and awareness of other people and your surroundings, even though it can only ever be in the present. Energy is mobilized when consciousness is directed upon a certain aspect. Let's say you need to provide a coworker with some unfavorable criticism. You can get sweaty hands or butterflies in your stomach as you put this difficulty front and center. This is similar to bringing something into full consciousness by using a searchlight to enlighten it. Nevis refers to this as creating an "energized concern." Usually, in order to unleash this energy, one must act, take action, and establish touch with the outside world. You provide the

criticism. When a colleague complements you on your degree of insight and clarity and thanks you for the comments, you may feel that closure has arrived. Or maybe you disagree and have a disagreement. After then, your energy will start to decline and you will finish the cycle by having reached a conclusion and the focal point will once again recede into the background. The performance of the coworker becomes a less significant concern. The whole Gestalt cycle must have been gone through in order for there to have been any true change. Nevis: The Gestalt cycle's correspondence with the phases of management decision-making

Consciousness

Data creation, information gathering, information sharing, performance evaluation, and environmental scanning

Vigor/activity

Seeking maximal involvement, recognizing and experiencing differences and conflicts of opposing interests or viewpoints, supporting one's own stance, and trying to galvanize energy and enthusiasm in ideas or projects

Make Contact

Participating in a shared goal, Acknowledging the description of the issue together, Showing comprehension but not necessarily agreement, selecting a potential path of action for the future

Settlement/finalization

Testing, confirming that everyone has a shared understanding, reviewing the events, acknowledging the work that has been done and the work that still needs to be done, interpreting the conversation, extrapolating from the lessons learned, and starting to create implementation and action plans

Removal

Reducing energy and interest in the matter by pausing to allow things to "sink in" Switching to other chores or issues Closing the meeting.

Identity and Transformation

We've examined several perspectives on change and proposed that people's experiences of these shifts aren't necessarily constant or uniform. We haven't yet addressed the question of whether or if individuals vary from one another, and if so, how that difference influences how they perceive change. We have discovered that identifying and candidly discussing people's personality types is helpful when assisting individuals and teams through transition. People's understanding of their reactions to change is aided by this knowledge. It also helps in understanding why others vary from them and how that difference might either promote peace or conflict.

Five elements to consider while adapting to change

The history of the organization is also important. This includes the organization's prior performance in managing change, the dominant culture, the organization's ability to manage change successfully given its resources and managerial experience, and the organization's perceived future prospects. One of the main determinants of an individual's response to change is their personality type. One way to predict an individual's reaction to change is to look at their Myers-Briggs type. The factors that drive people are also significant; for instance, are they driven by a desire for prestige, power, or money, or by a sense of belonging and inclusion? A

person's past might also provide us with hints about possible responses. By history, we imply a person's prior experiences, reactions to change, knowledge, experience, and skill levels, as well as the stable periods in their life and professional stage. For instance, no matter how skillfully the current redundancy is managed, a person who has previously experienced it may relieve the initial anguish and disruption. Alternatively, it's possible that they've become resilient and determined enough from the last experience to handle this one without any difficulty.

CONCLUSION

It becomes clear that the psychodynamic approach to change offers a comprehensive and sophisticated framework for comprehending and influencing changes at the individual and organizational levels. Using the fundamental insights of pioneers like Freud and Jung, this work has offered a thorough examination of the fundamental ideas of psychodynamic theory. The study of emotions, interpersonal dynamics, and unconscious processes has shed light on the complex ways in which these elements add to the difficulties associated with transformation. By examining the underlying psychological processes, the psychodynamic approach's therapeutic applications which are obvious in clinical settings and counseling practices underline its effectiveness in promoting personal development. Psychodynamic concepts may also improve group dynamics, guide leadership techniques, and support successful change management in complex systems when applied to corporate settings. This study has shown that the psychodynamic method is dynamic, evolving with the times to include new psychological theories and conform to the ever-shifting demands of modern society. Because of its flexibility, the psychodynamic framework may be used as a useful tool to manage the unpredictable obstacles that come with organizational and personal transformation.

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CHAPTER 3

SCHEIN'S MODEL OF TRANSFORMATIVE CHANGE: AN ANALYSIS

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ABSTRACT:

A theoretical framework that offers insights into the complexities of organizational change and transformation. The study explores the key components of Schein's model, emphasizing the role of organizational culture, leadership, and individual and collective learning in the process of profound and sustained change. Schein's model delves into the three levels of organizational culture artifacts, espoused beliefs and values, and underlying assumptions and highlights how understanding and addressing these layers are integral to successful transformative change. The abstract also outlines the significance of leadership in Schein's model, emphasizing the leader's role in shaping and embedding new cultural norms and values. Furthermore, the study examines Schein's emphasis on the importance of learning as a central mechanism for transformation. This includes individual and collective learning processes that contribute to organizational adaptation and evolution. The abstract explores how Schein's model provides a holistic and dynamic framework that acknowledges the interconnectedness of cultural, leadership, and learning dimensions in driving transformative change.

KEYWORDS:

Culture, Leadership, Organizational Change, Shared Values, Transformation.

INTRODUCTION

Fear of momentary incompetence is the awareness of one's incapacity to handle a novel circumstance. Fear of punishment for incompetence is the worry that, should this incompetence be found or evaluated, you would somehow lose out or suffer a penalty. Fear of becoming less unique the internal conflict that arises when your standard patterns of thinking and feeling are no longer necessary, or when a job or position that you had held is no longer accepted by the company. Fear of losing group membership: For some people, the network of relationships they have at work has a significant impact on their sense of self, just as their identity may be shaped by their position. The stability brought about by changing team positions or the disintegration of a specific group may have a very unsettling impact, much as how the balance of a team or group membership can promote states of health [1], [2].

Opposition to change

Sometimes those in charge of implementing change find it difficult to comprehend why some people or groups of people do not fully accept the improvements that are being offered. This is often referred to as "resistance to change. Schein proposes that transformational change must adhere to two principles. First, learning anxiety must be decreased rather than raised, and second, survival anxiety must be larger than learning anxiety. When considered in relation to Lewin's force field, learning anxiety functions as a restraint and survival anxiety as a motivator. Schein recommends lowering a person's learning anxiety as an alternative to trying to raise a group's or individual's feeling of survival fear. Additionally, keep in mind that the restrictions may not be entirely without merit.

Supervisors and employees must be fully aware of their responsibilities and performance standards. It is important to define behavior, particularly in light of the fact that many

businesses nowadays are pushing the company way. From a cognitive standpoint, a manager must use tactics that connect motivation, individual objectives, and corporate goals. This will bring about motivation as well as alignment. Reframing resistances and obstacles via continuous coaching throughout the transformation process is an additional tactic.

According to the psychodynamic viewpoint, one should modify their management style and strategy depending on how the change implementers are feeling. It's important to talk to them like grownups and treat them as such. Managers may uncover thoughts and emotions that are not being stated by probing deeper into the situation and discovering hidden patterns via the use of the psychodynamic method. Resolving these emotions may help the change endeavor by releasing energy that might otherwise be expressed as opposition to the change [3], [4].

Interventions by management throughout the process of transformation

Building on the psychodynamic ethos, the humanistic psychology approach holds that while individuals are naturally able to adapt to change, they nonetheless need supportive systems and techniques to do so. An atmosphere where people may flourish is facilitated by healthy levels of open communication and a respect for each person and their capacity to contribute to the objectives of the organization.

Team swap

The objectives are to improve knowledge of the characteristics of teams and how they function, pinpoint how teams function in transitional environments, and devise methods for leading teams through and through transformation. We start out by talking about what makes a team and what makes a group. We will also examine the phenomena of many kinds of teams, such as project teams, self-organizing teams, and virtual teams. We'll look at models of team growth, transition, and operation. We examine the numerous aspects of working in a team, how teams form, and how diverse personalities come together to form very productive teams. To show how teams evolve over time, we use Tuckman's concept of team development as our foundational model. This paradigm is known as storming, forming, norming, and performing. To enhance the discussion, we will distinguish between the task-related and people-related components of team development. Lastly, we examine how teams may influence organizational change or respond to it. What makes a group and what makes a team has been the subject of much scholarly debate. A large portion of the literature uses both words interchangeably. However, there are significant distinctions, and each employee in an organization has a natural sense of what constitutes a team and a group. We'll try to make sense of the key parallels and discrepancies. This is crucial to consider while examining change since groups and teams react to it differently [5], [6].

A group is a gathering of people who enclose themselves in boundaries. Alternatively, we may classify them as a group by drawing a border around them from the outside. In contrast, a team, because of its shared objective, tends to be more defined and knows exactly what it stands for. Its members are well aware of their objectives and who is participating. Naturally, it turns out that we are talking erroneously when we make these statements since we have all encountered teams in companies that don't seem to know what they actually stand for!

Let's use an example to show how a team and a group vary from one other. We may investigate a company and visit the finance division. The Finance Controller is in charge of the Finance Management Team, which directs, oversees, and plans the actions in this domain. The team members have well defined roles and duties, collaborate on shared objectives, and meet often. It's possible that the organization's top management team has mandated that all highly qualified managers join the Strategic Management Group. Thus, the Finance Controller, who is a

member of the organization's high potential list, forms an alliance with others in a similar position to contribute to the organization's overall strategic direction. This group seldom ever meets or interacts, with the exception of once every six months. It's a group that may have boundaries, but it doesn't have any overarching aims or purposes that call for collaboration among its members.

A management team does not always need to function as a cohesive one, according to the Ashridge-based authors. It also shouldn't be boiled down to a simple group of people doing their separate functional jobs. According to Casey, there is a direct correlation between the degree of teamwork required and the degree of ambiguity in the job at hand. The more unpredictable the situation, the more collaborative effort is required. Since most management teams work on both definite and uncertain tasks, they must be adaptable in terms of the degree of teamwork needed. Since decisions on hiring, reporting procedures, HR policy, and health and safety are all quite predictable, they can be made swiftly and with little need for point-of-view exchange. Whereas choices about strategy, organization, and culture are less definite, there is often a correct response to these problems. Every option has a certain amount of risk, and there is no right or wrong decision. This calls for more collaboration, point-of-view exchange, and comprehension of the repercussions of decisions made for the team.

DISCUSSION

Teams come in a variety of forms inside companies. Let's examine many team kinds that are present in modern corporations.

Work group

When we discuss teams, the majority of individuals in companies usually think of work teams or work groups. They often comprise an organization's standard hierarchical structure. This implies that a single person oversees a team of people. That individual is in charge of providing a certain product or service to the client or to another department inside the company. In terms of goals, procedures, and members, these teams are often somewhat small. Normal priorities include upkeep and management of the status quo. This is an amalgam of operational strategy and current procedures. Any agenda for change they have generally comes after their present one, which is to fulfill the current operational plan [7], [8].

Self-directing group

The self-managed team is a subset of the work team. The self-managed team lacks a direct manager or supervisor but nonetheless has the same qualities as a work team. This has an impact on how choices are made and how performance is managed on an individual and team level.

Usually, dispersed or communal leadership accomplishes this. In the manufacturing sector, self-managed work teams are more common than in the service sector. Once again, the focus is on providing a service or good rather than bringing about change.

Concurrent group

Because they are not a part of the conventional management structure, parallel teams vary from work teams. They follow this arrangement either parallel or in tandem. Teams formed to involve and engage employees; teams tasked with a specific purpose, such as a task force investigating an office move; teams that have some problem-solving or decision-making input outside of the regular line management processes are examples of parallel teams. These teams tend to be utilized for objectives other than the typical "business as usual" management, and

their lifespan varies. They often have little jurisdiction and are consultative in character. They often contribute to a change management process, even if they aren't always in charge of bringing about changes [9], [10].

Project group

Teams created expressly with the intention of finishing a project are known as project teams. As a result, they are time-limited, and we would anticipate finding goals that are clear. The project may be internally focused, an internal one-off, or a cross-cutting project with an inside client group, with the goal of serving an external client. Depending on how big the project is, the team may consist of full- or part-time members. Usually, there is a project sponsor and a project manager who are chosen based on their management or specialized abilities. For the course of the project, people are accountable to the project manager. The project sponsor, usually a senior management, is the person to whom the project manager reports. When the project team completes the assigned task on schedule, with high quality, and within budget, we may say that the project has been successful. Cross-functional teams those made up of members from a variety of organizational functions have been proven to improve project performance, according to Brown and Eisenhardt.

Project teams have a significant role in the execution of change. Change may be their entire essence, but it does not necessarily imply that their members are any more capable of adjusting to it than the rest of us. Indeed, possible dysfunctions are ingrained in their design. Task completion is often prioritized above spending time attending to the requirements of the team and the individual. People's motivation and performance may be affected by their heightened uncertainty about the future. There may be issues with the relationship that exists between the project team and the organizational unit where the change will be implemented.

The matrix group

Project-oriented companies are often home to matrix teams. To accomplish its goals, the company usually has to deliver a number of projects. Although there is a project manager for each project, the members of the project team are chosen from several organizational functional areas. Projects are often grouped together to create programs, or even whole departments or business units. As a result, each team member is answerable to their functional head as well as the project manager. Organization to organization differs in the power dynamics between the projects and the functions, and the degree to which the project teams are empowered and handicapped by the structure is a common factor in the success of such organizations [11], [12].

Online group

Teams are no longer always co-located due to growing globalization and advancements in the usage of new technologies. For many years, sales teams have known this to be the case. Virtual teams may meet seldom or never at all. "Groups of geographically and/or organizationally dispersed coworkers that are assembled using a combination of telecommunications and information technologies to accomplish an organizational task" is how Townsend, DeMarie, and Hendrickson described virtual teams. One benefit of virtual teams is that a business may utilize the most qualified individuals for the job, no matter where they are in the world. The likelihood that the required and ideal competence for each sophisticated or complicated work is located in the same geographic location is low in bigger organizations.

Team members' remoteness from one another causes disadvantages. Virtual teams transcend borders, nations, continents, and cultural boundaries. Each of these things brings with it its own set of difficulties. According to recent studies, synchronous teamwork works better when

tackling more difficult problems. Effective team leadership in virtual teams presents unique challenges, since managing daily operations and providing developmental interventions becomes more difficult when conducted remotely. Virtual teams are a little contradictory when it comes to transformation. Members of the team may be more receptive, able to strike a balance between independence and reliance, and laser-focused on their share of the team goal. But with change comes a greater need for procedures of support and acknowledgment, as well as for communication, objectives, roles, and duties to be clearly defined. Managing these things in the virtual world is more challenging.

Linked group

Networked teams are a tool that national, international, and global organizations may utilize to try to create coherence inside their company that would not otherwise exist. They can also want to take knowledge from one area of the company and apply it to the whole firm. It's possible that we combined networked and virtual teams into one category. On the other hand, the networked team can be compared to a parallel team in that it aims to support the organization's efforts to boost capacity and sustainability by expanding the knowledge base throughout the entire organization, rather than just carrying out business as usual. In times of transition, networks of people provide strong foundations for organizations. They may be thought of as a component of the cohesive force that keeps members of the organization together.

Team management

Management teams integrate interdependent subunits laterally across critical business processes, directing and coordinating the subunits under their purview. The management group is ultimately in charge of the business unit's overall performance. It may not be able to provide any project, service, or product on its own, but it certainly serves to facilitate such deliveries. In order for the different subunits of the organization to complete their respective tasks, management teams play a critical role in converting the overarching goals of the company into concrete objectives.

When it comes to carrying out the existing operational plan, management teams and work teams are comparable, but they are also much more likely to be able to develop and implement change. We anticipate that a senior management team will devote more of their time to the transformation agenda and less time to routine company operations. Any organization's top management group is most likely to be held accountable for the group's eventual success or failure. It has a crucial place in the company. Because it is at the top of the company, team members are collectively responsible for exercising leadership. However, it is acceptable to the shareholders and non-executive board of limited corporations, as well as to local and federal legislators and trustees of nonprofit organizations. Since its members are the ones who start and oversee the implementation of change, the management team, in addition to the change team, has a specific function to play in most change situations.

Team for Change

Organizations often create change teams when a large-scale, planned or unforeseen change is required. This kind of team has been given extra attention due to its unique relevance. The senior management group, which is in charge of overseeing and supporting the changes, is sometimes referred to as the "change team." Occasionally, the change team is a unique project team created just to carry out change. Other times, the change team serves as a parallel team that is designed to communicate with the organization and provide input on how the changes are being accepted. Since various companies use different terminology, a team that delivers a change in one company may be referred to as a change team in another. This is because

different organizations use different terminologies. An increasing number of firms are also realizing that focusing on the people side of change increases the likelihood of successful change management. Therefore, in order to evaluate and address the effects of the changes on people, a parallel team composed of members from the whole workforce might be a helpful addition.

Planning a team objective and establishing goals

Numerous studies have shown that the most productive teams have a clear understanding of why they are doing what they are doing, structure their work around that reason, and plan and establish objectives accordingly. According to Larson and LaFasto, "the respondent described the effectively functioning team as having a clear understanding of its objective in every case, without exception. It was believed that having clearly defined goals and that everyone understood and agreed upon them would be essential. Furthermore, Locke and Latham note that the team was highly motivated by the process of defining objectives the more specific goals your team creates, the more successful it is likely to be. Additionally, they noted that teams who make goal-setting a regular component of their operations saw an average 16% increase in effectiveness. When teams are engaging in change, having clear objectives is even more crucial, in part because they are unlikely to succeed without knowing where they are headed and partly because having a strong sense of purpose may help to lessen some of the more negative consequences of change. The problem arises when a group of people blindly follows its mission when, in reality, other goals are more worthwhile and the world has moved on.

CONCLUSION

Edgar Schein's transformational change model is explored, and what emerges is a strong, complex framework that greatly improves our comprehension of organizational change processes. The three layers of corporate culture that Schein emphasizes artifacts, professed ideas and ideals, and underlying assumptions offer a thorough prism through which the complexities of cultural transition may be examined and addressed. The model emphasizes how important it is to match intended changes with cultural components in order to accomplish long-lasting organizational transformations. In Schein's paradigm, leadership becomes a central factor, and the leader's responsibility goes beyond only communicating change to include actively creating and assimilating new cultural norms. The notion that transformational change needs a top-down commitment and strategic direction to penetrate throughout the organizational fabric is reinforced by the interconnection between leadership and culture in Schein's paradigm. Additionally, the paradigm emphasizes learning as a key component of transformational change. It is acknowledged that both individual and group learning processes are crucial to the development and adaptation of organizations. Schein's understanding of the dynamic character of learning is in line with how companies are changing and emphasizes the need of ongoing learning and adaptation.

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CHAPTER 4

PREPARING TEAMS FOR ORGANIZATIONAL CHANGE: EFFECTIVE APPROACHES AND TOOLS

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ABSTRACT:

The dynamics of teams as proactive agents in the change process, examining their capacity to act as catalysts for transformation within complex organizational settings. Additionally, it investigates the team's role in responding to and navigating through changes initiated at higher levels of the organizational hierarchy. The research outlines the key factors that contribute to effective team-led change initiatives, including communication strategies, leadership styles, and team dynamics. It also explores the challenges and opportunities that teams encounter as they strive to initiate and adapt to change, shedding light on the interplay between team cohesion, resilience, and organizational success in times of transition. Furthermore, the abstract addresses the impact of organizational culture on teams, emphasizing the reciprocal relationship between teams and the broader organizational context. It examines how teams serve as microcosms that both reflect and shape the larger cultural landscape, influencing the overall change climate within the organization. By synthesizing insights from scholarly literature and empirical studies, this research aims to provide a comprehensive understanding of the nuanced role that teams play in driving and accommodating organizational change. The abstract concludes by highlighting practical implications for organizational leaders, emphasizing the importance of fostering agile and resilient teams as integral contributors to successful change management initiatives.

KEYWORDS:

Adaptation, Change Management, Flexibility, Innovation, Leadership, Organizational Change.

INTRODUCTION

A team that is rationally organized around its objectives will be most successful in achieving its goals. Each team member must understand their specific responsibilities and functions. In addition to their own responsibilities, they must be well aware of the roles and responsibilities of the other team members. As the team, the individual, or both, undergo change, having a clear understanding of one's job has two benefits. It offers a constructive framework for completing tasks as well as a distinct feeling of purpose. But when things change, things become less fixed. When a job is very strict, it might slip between roles or cause overlaps to go unrecognized. Members of the team may become less brave, inventive, or proactive as a consequence [1], [2].

Procedures for team operations

For members of a team to operate together, certain enabling procedures must be in place. In order to do the work as effectively and efficiently as feasible, a few prerequisites must be met. According to Glaser and Glaser, "the development of a collaborative approach and participation in all work group processes are at the heart of effective group work." Participation and cooperation are not organic or instinctive processes due to the legacy of authoritarian leadership. Both call need some education and experience. All of these areas will experience increased stress and strain during the turbulence brought about by change, which is why it is necessary for procedures to have been addressed and decided upon earlier. In periods of

transition, when demands and priorities sometimes cause individuals to adopt a solitary mindset and distance themselves from the group, team operating procedures may work as a medium, facilitating the maintenance of sound team dynamics [3], [4].

Interpersonal ties within the team

Each member of the team has to actively communicate with the others. The team must collaborate to decide on and define objectives and responsibilities in order to acquire a clear knowledge of them. It is also necessary to debate and decide on operating procedures. The team's interpersonal connections must be in a reasonably good place in order to reach this degree of communication. According to research by Glaser and Glaser, "open communication that is assertive and task focused, as well as creating opportunities for giving and receiving feedback aimed at the development of a high trust climate" are recommended by the literature on team effectiveness. Individual stress levels increase during times of transition, and there's a propensity to prioritize the job above the people processes. In a team, having a high degree of trust is essential for handling disagreement.

Relationships within teams

Teams cannot really aspire to accomplish their corporate goals by working in solitude. It is unusual for a team to accomplish its objectives without input from and output to others due to the complex, sophisticated, and more pliable borders that characterize today's businesses. Regardless of how adept a team has been at handling the preceding four categories, the writers have discovered from speaking with several businesses that inter-team interactions need more care today than in the past. This is a result of the growth of international organizations and strategic alliances. Teams must communicate more. The reason for this is because, as the environment becomes more complicated and dynamic, being informed about developments outside of your own team becomes essential to your survival. Every team has a period of change when they are founded and whenever important things happen, such adding or removing a key member, changing the scope of work, facing more external pressure, or experiencing a shift in the culture of the business.

This is the dynamic that arises when a group of people join together to work on a project and go beyond the stage when they are polite to one another and don't express their own problems. This dynamic arises when the group tries or fails to provide comprehensive answers to the issues posed during the formation phase. Testing is a synonym for "storming." People are trying out the presumptions that were made when the team was first constituted, both individually and collectively. If the storming phase is effectively completed, all of the basic issues from the first phase will become clear, allowing for the development of a shared understanding of responsibilities and objectives. Consequently, this enables everyone to occupy their proper position within the team and recognizes the authority of the team leader. It also helps team members understand how things will function inside the group. It becomes a model for how one should behave, solve problems, make decisions, and interact with others in the future [5], [6].

Norming

When the team finally gets down to business, focusing less on the important issues and more on completing the job at hand, they enter the third stage of team growth. Further examination of the core issues may occur when new difficulties arise or as people get more comfortable in their responsibilities. They may be spoken about, but if they stay under the radar, it could cause one to get distracted from the main goal.

According to Tuckman's study of the literature, this settling process may be quite simple and sequential. After the storming phase, the team settles into a routine that becomes the shared standard for working together. Additionally, it may be more erratic and tumultuous, requiring more storming by the group before standards are formed. It's possible that some readers have worked on teams that constantly alternate between the norming and storming phases; this is a telltale indicator that some team problems aren't being brought up and resolved.

Acting

Performing is the last phase in team development. The team has successfully completed the three earlier phases, and as a result, its goals, organization, and duties are all clear. It has gone through a thorough process to figure out how it should interact with one another and function as a team, and it is comfortable with the standards it has set. The team has not only solved these issues, but it has also adopted them as a method of operation. It has acquired the ability to adapt and grow, as well as the ability to learn. The group can handle both individual and group demands while working productively on the current assignment.

Closing

Later on, a fifth step was included, acknowledging that teams don't endure forever. This phase denotes the time when the team's assignment is over and everyone starts to scatter. Some practitioners refer to this phase which emphasizes the emotional aspect as grief. Others refer to it as "trans-forming" when team members adopt different methods of operation. A method of investigating some of the unconscious group dynamics operating under the surface is provided by the scenario given in the box. In more traditional team settings, they aren't always apparent. The work of Scott Peck and Bion is helpful in highlighting the difficulties faced by leaders and illuminating the stages that organizations go through [7], [8].

Overcoming reliance

People search for someone to give them instructions when they establish a team. Given that many individuals would desire to do the work at hand and that many more will think someone else is the expert on the assignment and how it should be completed, this is a very normal situation. Any new setting or circumstance has the potential to make individuals dependent. Jon Stokes explains what Bion termed "basic group assumptions" based on his observations made while working with groups. An organization that operates under the fundamental premise of dependence acts as if its main responsibility is to see to it that its members' wants and desires are met. It is the leader's responsibility to take care of, shield, and support the group members, to ensure their well-being, and to avoid pressing them with the demands of the group's true objective. It is the responsibility of the group, and the leader in particular, to define the boundaries of leadership in addition to its legitimacy and accountability. This will provide the other members of the team the energy to complete their jobs. The leader may do this by setting an example of accepting personal accountability, encouraging others to do the same, and making sure that everyone is pointed in the correct direction and understands the goals and purpose of the team [9], [10].

Overcoming conflict

The second supposition made by Bion is known as "fight or flight." Says Bion There's a "enemy" or threat that has to be fought or avoided. Members turn on the leader to come up with a suitable plan of action. For example, a team may spend much of its time worrying about rumors of organizational change rather than thinking on how to effectively organize its work. This fosters a feeling of community while shielding everyone from the challenges of the actual

labor. On the other hand, this kind of organization can just waste its time demonstrating indignantly without really organizing any kind of concrete response to the perceived danger. The danger may originate inside within the team, rather than necessarily emanating from the outside. The true danger comes from inside, and there is room for disagreement both amongst team members and between the leader and the rest of the group. At this point, concerns about authority, power, and position within the "pecking order" may come up. Here, the leadership challenge is to bring any of these dynamics to the surface and resolve them, either via fostering a culture of trust and a candid, open, and honest exchange of ideas, or by pursuing clarification and reaching a consensus on duties and responsibilities.

Pairing was the third supposition that Bion investigated. This is predicated on the widespread and unconscious notion that a future event would resolve the group's demands and problems, regardless of their true nature. The group acts as though a coupling or pairing between two group members, or even between the group leaders and an outsider, would result in redemption. The group's primary interest is in holding onto a hazy feeling of optimism that will help it get through its present problems, not in working practically toward this future. Unavoidably, members leave feeling like a failure and let down, but this is soon replaced by optimism that the next meeting will go more smoothly. There's an obsession once more. This time, the strategy is to create something novel in an idealized or fictitious manner in order to avoid acting or doing something useful. Naturally, the remedy is for the team leader to support the members in their endeavors and to accept responsibility for bringing things forward. Increased transparency in communication and data flow is necessary for collaborative functioning [11], [12].

Passing by coherence and coziness

Turque has introduced a fourth premise, known as oneness. Here, the group seems to feel as if it has united nearly for a greater good or in unison with a higher power, allowing the members to become completely united and lose themselves in it. Although there are similarities to the performance stage, the crew has once again unintentionally strayed from the main objective at hand. It was never the team's intention to attain a feeling of coziness, unity, or even oneness. Although it might be personally fulfilling, effective and tight teamwork is not always the goal. Overemphasizing team cohesiveness might result in disengagement from the job at hand, and it's just a first step toward true teamwork. The objective is cooperative problem solving along with interdependent working. For this to happen, the team leader must establish the tone and tempo and the team members must behave responsibly.

DISCUSSION

Many companies used the phrase "people are our greatest assets" throughout the later decades of the 20th century. When these companies were obliged to reduce or "rightsized" their staff, many of them apologized excessively. In a similar vein, other companies have extolled the virtues of teamwork and stressed their importance in today's workplace. Many firms have declared principles or sets of competencies that both expressly and indirectly say that workers must collaborate and operate in a team environment.

The authors found it intriguing that there was a genuine dearth of credible studies on the relationship between organizational transformation and teamwork. The impact of change on individuals and groups of people has been seen before; however, the effect of change on teams has not been investigated. Consequently, there is a dearth of research on methods for leading and managing teams throughout organizational transformation. Whelan-Berry and Gordon carried out a multi-level study of the organizational change process as part of their investigation of successful organizational transformation. They discovered no change process models in the

organization studies and change literature at the group or team level of study. There is a body of literature that delves into various facets of team or group development, effectiveness, the application of particular interventions, and the organizational and individual dimensions of change. However, there is a dearth of change process models for the team or group level change process in the context of organizational change, which leaves a significant portion of the process unclear.

Current models of organizational transformation place more emphasis on what to do than on describing or forecasting the process of change. The fundamental processes of group level and individual level change are acknowledged by the majority of models, both implicitly and explicitly, albeit the specifics of these processes are left out of the model. How does the change process differ when taking into account different degrees of analysis is the question? How does a vision, for instance, be "translated," or given meaning, in each department or location? Furthermore, what transpires throughout the implementation phase? In order to understand the translation and implementation of the organizational level change vision and desired change outcomes to group and, subsequently, to individual meanings, frameworks, and behaviors, we must "double click" at the point of implementation in the organizational level change process. That is, we must look at the group and individual levels and their respective change processes.

This addresses the topic of organizational transformation. How does an organizational transformation process take place? Does change need to be started and carried out by a single, powerful person? Or is it possible for a strong group of people to arrange it all together and for the transformation to happen only by sheer force of will? Maybe there's a more cerebral route that can be followed. Are there benefits to comprehending the whole system, figuring out how to modify it, and anticipating the points of resistance? However, it's possible that no planning can be done at all for change. A transformation might be sparked by something unexpected and then naturally spread.

In the first, we examine presumptions about how organizations function based on the most often used metaphors to characterize them. If you're serious about changing your organization, this is a great place to start. You may take advantage of the opportunities presented by alternative viewpoints and start to comprehend how different individuals inside your company could see the universe once you are conscious of the variety of presumptions that influence people's attitudes toward and comprehension of organizations. Additionally, you may start to identify the drawbacks of adopting a one-dimensional strategy for organizational transformation as well as the limits of each mentality. In the second, we outlined a number of practical models and concepts created by some of the leading authorities on organizational transformation. This is meant to demonstrate the range of perspectives that exist about the process of organizational change. We also clarify the underlying assumptions of the various models and techniques in order to make sense of them. A model's advantages and disadvantages become apparent when you comprehend the underlying presumptions. In the third, we draw some conclusions on organizational change and emphasize the significance of understanding underlying presumptions and possessing the adaptability to use a variety of alternative strategies.

Companies Actually Function

Each of us has developed unique presumptions about how organizations operate as a result of both education and experience. One significant method we convey these presumptions is via the use of metaphor. There are many who discuss organizations as if they were machines. Talk about job design, process reengineering, and organizational structures follow this model. Organizations are sometimes referred to as political systems. According to them, the

organization is a smoldering labyrinth of political intrigue where power is king and alliances are forged. They discuss political maneuvering, rival groups, and covert objectives. A useful place to start when trying to understand the many attitudes and presumptions that people have toward change is with Gareth Morgan's work on organizational metaphors. He states:

We can see things in new ways and act in new ways because metaphor allows us to stretch our thinking and deepen our understanding. However, metaphors also cause distortions, so we must acknowledge that any theory or perspective we bring to the study of organization and management, while useful for providing insights, is also incomplete, biased, and possibly misleading.

Morgan lists eight metaphors related to organizations. To examine the variety of presumptions on the operation of organizational change, we have chosen four of Morgan's organizational metaphors. These four, which we see managers, authors, and consultants using most often, seem to provide the most helpful insights into the process of organizational transformation. These are

1. Organizations as mechanisms;
2. Political systems inside organizations;
3. Organizations as living things
4. Organizations are dynamic and always changing.

There are descriptions of these various organizational metaphors that outline how the four metaphors could be used to approach transformation. To address organizational transformation, most companies really combine diverse techniques; nonetheless, it might be helpful to dissect the metaphors in order to identify the variations in actions that arise from various points of view.

Companies as mechanisms

It is worthwhile to review the machine metaphor in order to analyze its implications for organizational transformation, since it is a frequently used metaphor. "When we think of organizations as machines, we begin to see them as rational enterprises designed and structured to achieve predetermined ends," argues Gareth Morgan. This understanding of an organization suggests regular operations, clearly defined job roles and structures, and effective collaboration within and between the machine's working components. It is anticipated that procedures and standards be followed as they are well-defined. Numerous tenets of this organizational style are engrained in our presumptions regarding the ideal functioning of businesses. This is strongly related to behaviorist theories of learning and transformation. Managers who adopt a mechanistic perspective create and govern their organizations like machines. This strategy works effectively in certain circumstances, but when a significant change is required, the workers will see it as a huge overhaul, which is often quite disruptive and will meet with opposition. Change is consequently difficult when these presumptions are applied. Strong managerial action, an inspiring and logical vision, and top-down control will be required.

Political systems inside organizations

Organizational governance and political systems are strikingly similar when we consider organizations to be political systems. Depending on the structure, we may speak to "autocracies," "democracies," or even "anarchy" to characterize the state of affairs. Here, we're going to discuss the power rule methodology used in that particular company. Because it acknowledges the significant role that conflict, opposing interests, and power play in

organizational life, the political metaphor is helpful. Many people believe that politics and business should be kept apart, but Gareth Morgan points out that those who support industrial democracy or employee rights are not so much bringing forth new political issues as they are arguing for a different way of handling an already political situation.

Organizations as living things

According to this metaphor, an organization is a dynamic, adaptable system. A more rigid bureaucratic organization might thrive in certain surroundings, according to Gareth Morgan, who states that "the metaphor suggests that different environments favour different species of organisations based on different methods of organization congruence with the environment is the key to success." An organization that is looser and less structured has a higher chance of surviving in situations that are more dynamic and ever-changing.

Using this metaphor, the organization is shown as an "open system." Organizations are seen as collections of interconnected subsystems created to strike a balance between the demands of the external world and the internal needs of people and groups. This method suggests that we should constantly keep the environment in mind while developing organizations. The focus is on observing the surroundings and creating a positive, healthy adjustment to the outside world. Happiness and health for individuals, groups, and organizations are necessary components of the metaphor. It is assumed that there is a greater chance of the system as a whole working in a healthy, adaptable manner if the social needs of the people and groups within the organization are satisfied and the organization is well-designed to satisfy the demands of the environment.

It is incorrect to think of an organization as an adaptable system. The organization is more than simply a passive entity that is dependent on its surroundings. In actuality, it has the power to influence the environment via working with local communities, other organizations, or by launching a novel product or service that has the potential to significantly alter the environment. Furthermore, it is sometimes impractical to expect consistency and flow across departments and functions. There are instances when the organization's divisions operate autonomously, and these divisions have good cause. For instance, the manufacturing and research departments could function completely differently and independently of one another.

Morgan highlights another important weakness of this viewpoint, which is the risk that this metaphor turns into an ideology. The resultant philosophy holds that members of the organization should be totally integrated. This implies that the organization's activity should be planned to enable individuals to meet their own requirements. This might therefore turn into a point of disagreement between "believers" and "non-believers" on philosophy. To understand the underlying thought behind this metaphor, see Burns and Stalker's book *The Management of Innovation*.

Organizations as dynamic and evolving entities

We enter domains like complexity, chaos, and contradiction when we see organizations as being in a state of flux and alteration. According to this perspective, an organization is not separate from its surroundings but rather a part of it. Thus, this metaphor enables us to see organizations as merely a part of the ebb and flow of the entire environment, with the ability to self-organize, change, and self-renew in line with a desire to have a certain identity, as opposed to seeing them as a separate system that adapts to the environment. The only metaphor that starts to explain how change occurs in a chaotic environment is this one. This point of view suggests that although managers can influence development, they will never be able to fully control it. "No one is ever in a position to control or design system operations in a comprehensive way," according to Gareth Morgan, regarding complex systems. Form takes

shape. It can't be made mandatory. This metaphor raises concerns for consultants and managers alike. It doesn't result in an agenda to follow, an action plan, or a process flow diagram. You may foresee the process of change before it occurs by using additional metaphors for change. According to the metaphor of flux and transformation, order develops on the fly and becomes understandable only after the fact. This may provide an unsettling, but probably genuine, sensation of helplessness!

Bullock and Batten, the intended alteration device

The stages of planned change proposed by Bullock and Batten are based on project management concepts. There are other versions of "steps to changing your organization" that are comparable. Our selection is Bullock and Batten's

1. Investigation
2. Arranging
3. Take action
4. Combination

Verifying the necessity for change and obtaining any particular resources required for the change to proceed are both parts of the exploration process. Technical specialists and important decision makers participate in the planning process. A change plan is created once a diagnosis is finished and actions are ordered. Before going into action, management must approve the plan. With feedback systems that provide some replanning in the event that things go awry, actions are carried out in accordance with the plan. After the change plan has been implemented in its entirety, the last stage of integration begins. Aligning the change with other organizational areas and formalizing it in some manner via established mechanisms like rules, awards, and corporate updates are all part of the integration process.

This specific strategy suggests using the machine metaphor to describe organizations. The approach makes the assumption that change may be explicitly stated and intentionally pursued. Through the isolation of a single component of the organizational machinery for instance, middle management's development of leadership abilities or the reorganization of the sales force to provide critical sales accounts with more engine power a project management method streamlines the transformation process. This method suggests that the organizational change is a technological issue with a known technical solution. We have found that although this strategy works well for discrete problems, it performs poorly when companies are dealing with complicated, unpredictable change. In these situations, it may be necessary for individuals concerned to have a longer discussion about the situation as it is today and potential futures before choosing a course of action.

For instance, we recently worked with one business that instantly established four clearly defined initiatives to address the challenge of becoming a global organization after getting a direction from the CEO to "go global." Global leadership, global values, global communication, and global balanced scorecard were the names given to them. Although this sounds like a reasonable and organized method on the surface, there was no chance provided for individuals to become aware of present challenges or to discuss and consider more broadly what needs to change in order to support this direction. As expected, the initiatives failed at the "action" stage because the project teams' motivation was declining and their objectives were unclear.

CONCLUSION

Teams initiate and adjust to organizational change highlights how important team dynamics are for negotiating the intricacies of change management procedures. This research has shed light on teams' proactive ability to drive internal transformation by acting as change agents and has also examined how resilient and adaptable these teams are to external changes thrust upon them. Effective communication tactics, cohesive team dynamics, and leadership philosophies are all important components of team-led change programs that are successful in bringing about organizational transformation.

Teams both reflect and shape company culture since they are microcosms within a larger organizational framework. For leaders and change agents looking to foster a good change atmosphere inside their businesses, it is essential to comprehend this reciprocal connection. The potential and difficulties that come with team-led change initiatives have been noted, highlighting the need of building resilient, adaptable teams that can successfully negotiate ambiguity and uncertainty. Effective change management requires careful attention to detail and strategic analysis of the complex terrain that is presented by the interactions of team dynamics, corporate culture, and leadership styles.

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CHAPTER 5

EXAMINING THE CRITICAL ATTRIBUTES OF SUCCESSFUL LEADING CHANGE

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ABSTRACT:

The study explores the dynamic role of leadership in initiating, navigating, and sustaining change processes, acknowledging the challenges and opportunities that accompany transformative endeavors. Drawing on a synthesis of scholarly literature and empirical studies, the research delves into various leadership models, styles, and strategies that prove instrumental in effectively steering organizations through periods of change. The investigation examines the critical attributes of successful change leaders, including visionary thinking, effective communication, strategic agility, and emotional intelligence. It highlights the importance of creating a compelling vision for change, garnering organizational support, and fostering a culture of adaptability. Additionally, the abstract explores the role of leaders in managing resistance, facilitating collaboration, and sustaining momentum throughout the change journey. Furthermore, the study addresses the evolving nature of leadership in the face of contemporary challenges, such as technological advancements, globalization, and the changing nature of work. It emphasizes the need for leaders to demonstrate resilience and innovation while navigating the complexities of the modern organizational landscape. By synthesizing insights from diverse sources, this research contributes to a deeper understanding of the intricate relationship between leadership and organizational change. The abstract concludes by offering practical implications for leaders, change agents, and scholars, emphasizing the essential role of effective leadership in shaping successful and sustainable organizational transformations.

KEYWORDS:

Empathy, Flexibility, Innovation, Leadership, Resilience, Strategic Vision.

INTRODUCTION

Beyond the simple machine metaphor, Kotter's "eight steps to transforming your organization" go a bit farther. Kotter's eight-step model is the result of a study of his work as a consultant with one hundred different firms undergoing transition. His study identified eight important lessons, which he then turned into a practical eight-step plan. The approach tackles some power dynamics associated with enacting change, underscores the significance of a "felt need" for change inside the company, and stresses the need of effectively communicating the vision and maintaining high levels of communication throughout the process [1], [2].

Harris and Bechard, alter the formula organism

Some initial work by Gelicher served as the basis for the change formula created by Beckhard and Harris. The change formula is a succinct method of summarizing the change process and pinpointing the conditions that must be met in order for change to occur. This method for change is really helpful, despite its seeming simplicity. It may be used to assess how things are progressing at any stage of a transformation process. The formula helps to clarify what different parties need to do to achieve progress when it is communicated with all parties engaged in the transformation.

We have found that beginning with this formula leads to somewhat different approaches depending on the metaphor being used. One public sector organization, for example, effectively used this formula to guide a very participatory organizational reform process. At a sizable gathering with hundreds of attendees, the vision was developed and presented. An employee survey was used to record dissatisfaction, which was then shared with the whole business and addressed in team meetings. Teams were instructed to identify their own initial actions locally by using the collectively generated vision and employee input. On the other hand, a UK-based FTSE 100 firm enhanced its change management competence via a highly regarded change management program by using the formula as a foundation. Skills gaps were identified, and senior managers in each significant project team inside the organization participated in training programs. Three areas of improvement were identified: discontent, which was expressed as two elements a felt sense of urgency and a clear justification and vision project managers were urged to develop and convey clearer, more appealing project objectives. Project managers were urged to improve their communication skills so they could explain changes with clarity. Practical first steps project managers were advised to define their plans for change early in the process and to communicate these in a variety of ways, to improve the level of buy-in from implementers and stakeholders. They were also advised to set clear deadlines and stick to them, as well as to visibly resource important initiatives, to increase the felt need for change [3], [4].

Political congruence model by Nadler and Tushman, organism

The congruence model developed by Nadler and Tushman offers an alternative perspective on the variables affecting the change process's success. The goal of this model is to aid in our comprehension of the dynamics that arise when we attempt to alter an organization. The foundation of this model is the idea that organizations may be thought of as collections of interconnected subsystems that monitor and detect changes in their external environment. This paradigm is strongly rooted in the open systems theory, which interprets organizational behavior using the metaphor of an organism. The political context is taken into consideration and is visible as one of the subsystems.

According to this paradigm, the organization functions as a system that converts inputs from external and internal sources into outputs. The model's main feature is the chance it provides to analyze the transformation process without providing solutions that are prescriptive, but rather by provoking discussion about what should occur in a particular organizational environment. It's crucial to see the congruence model as a tool for structuring your thoughts rather than as a strict framework for breaking down, categorizing, and compartmentalizing what you see, according to David Nadler. It's a means of interpreting a continuously shifting kaleidoscope of data and perceptions. The approach is based on the sociotechnical perspective on organizations, which emphasizes the idea that everything is interdependent and examines the management, strategic, technical, and social aspects of companies. This implies that in order for the system as a whole to function well, all of its component parts must be in alignment. As a result, performance increases with congruence.

The Nadler and Tushman approach is helpful because it gives individuals engaged in bringing about change a memorable checklist. We have also observed that, although psychologically fulfilling, this model is especially useful for identifying in hindsight the reasons why modifications did not succeed. It is crucial to recognize that this approach is problem-focused as opposed to solution-focused and makes no mention of the need of creating and accomplishing objectives or the potent benefits of a guiding vision.

We have discovered that the McKinsey seven "S" model is a more comprehensive place to start for those dealing with organizational transformation. Using the same metaphor, this

organizational model depicts the organization as a collection of interrelated and linked subsystems. Once again, this model serves as a useful checklist for anyone attempting to implement organizational change by outlining which system components need adaptation and how those changes would affect other system components. William Bridges, overseeing the organism, flux, transformation, and transition mechanism

Bridges distinguishes between transition and deliberate transformation rather clearly. According to him, transition is the more complicated of the two. He concentrates on improving our knowledge of what transpires during transition and how we may better handle it. This allows him to distinguish between the natural human process of emotionally recognizing change and adjusting to the new normal and the mechanical functional changes [5], [6].

Bridges states

Letting go of the old and adopting new behaviors or ways of thinking are key components of transition. A planned change can include reorganizing, installing new machinery, or physically relocating the office. Because transition is more difficult to execute and more complicated, it happens later than planned change. Transition is psychological and more difficult to handle than change, which is situational and intentional. Bridges' transitional theory contributes to a better comprehension of the dynamics involved in organizational transformation. Bridges offers a list of helpful tasks to be completed throughout each step of the transition process, all the while emphasizing the significance of knowing what is happening emotionally at each level.

Zone of neutrality

People feel lost in the neutral zone. Anxiety increases and motivation declines. As opinions grow more divisive, consensus may break down. It's also a really creative period of time. It is the manager's responsibility to make sure that the neutral zone is acknowledged and handled as a necessary step in the process. It can be necessary to create temporary structures, such as task forces and smaller teams. The management must figure out how to regularly gauge the organization's state. William Bridges said that in order to really grasp how to manage people during the neutral zone, we might take a cue from Moses and his experiences in the desert.

Fresh start

It's important to properly nurture beginnings. Though they cannot be anticipated or planned for, they may be strengthened, supported, and encouraged. When someone is ready to commit emotionally to doing anything new, they are at the beginning. According to Bridges, the endings are more drawn out and the neutral zone is longer for those who are lower in the management hierarchy. Managers who have emotionally entered a new beginning may get frustrated as a result, believing that their staff is trapped in the past and cannot go forward. This staged methodology is very helpful for firms dealing with unplanned changes like site closures, layoffs, acquisitions, or mergers. In these cases, the goodbyes and new beginnings are actual, concrete occurrences, and the neutral space is significant yet uncomfortable. Applying the approach to anticipatory or homegrown change is more challenging since these changes have more ambiguous beginnings and ends. When dealing with companies starting mergers, acquisitions, or big partnership agreements, we use this strategy. Specifically, the approach encourages all parties to assess their current position in the transition process. The picture of the trapeze performer is well-liked because it evokes the sensation of taking a risk and having faith in an unknown future. This procedure is terrifying. Bridges adeptly conveys another crucial point, which is that individuals in close proximity to the transformations could have challenges as they go on a fresh start while their community continues to strive towards a

resolution. An adept manager of transitions may foster an environment of openness and risk-taking while supporting employees in learning as they go. When dealing with organizational cultures, a manager looks at the state of the company and begins to create "a more adapt culture," as defined by Carnall. This entails, for instance, fostering more transparency, improved information flow, and increased local authority. An effective manager of organizational politics is able to identify and comprehend various groups and goals. He or she gains knowledge on how to use and identify different political strategies, such as forging alliances, bringing in outside experts, and setting the agenda. Carnall argues that "we can only create the environment in which creativity, risk-taking, and the rebuilding of self-esteem and performance can be achieved by synthesizing the management of transition, dealing with organizational cultures, and handling organizational politics constructively." It is clear from Carnall's model that the manager's involvement throughout a change process takes precedence over explaining the change process. It offers a helpful managerial attention checklist and has a striking resemblance to William Bridges' concepts of beginnings, ends, and transitions.

According to Senge et al.

The majority of significant transformation projects ultimately run into problems that are ingrained in our current management structure. These include the engrained practice of addressing symptoms rather than the underlying systemic causes of issues, managers' willingness to change as long as it doesn't affect them, and "undiscussable" subjects that seem unsafe to discuss. Senge et al. show how organizations function and deepen our knowledge of the forces at work by using the concepts of environmental systems. According to Senge's book *The Fifth Discipline*

Systems also exist in business and other human endeavors. They are also connected by intangible webs of interconnected behaviors that often take years to completely manifest their consequences on one another. It is far more difficult to perceive the overall patterns of change when we are also a part of that lacework. Rather, we often concentrate on discrete portions of the systems and question why our most pressing issues never appear to get resolved.

Senge et al.'s method differs significantly from most previous research on change, which concentrates on the first phases of change, such as planning, establishing a vision, generating energy to proceed, and selecting initial moves. They examine the more long-term problems of maintaining and revitalizing organizational transformation. They look at the difficulties in bringing about change, keeping it going, and revamping and reimagining it. The book offers ideas and recommendations for handling the balancing forces of equilibrium in organizational systems rather than formulaic answers or "how to" techniques.

We strongly agree with Senge et al.'s concepts. They are really insightful and thought-provoking. We will read the book with our clients if we can convince them to. Nevertheless, these suggestions are sometimes a bitter pill for managers who are fighting against overwhelming challenges to bring about change in the present environment of time constraints and the demand for quick outcomes. When attempting to bring about change, we advise customers to be as practical as possible and to identify and safeguard places where positive role models currently reside. The book has many thought-provoking ideas and recommendations, as well as a genuinely inspirational rethinking of conventional ways of looking at change. However, there are no typical "one size fits all" solutions. Senge et al.'s book is unlikely to provide much consolation or assistance, nevertheless, for those engaged in swift, extensive organizational transformation. It is advised to start off small. Complex response mechanisms, political flux, and change are discussed by Stacey and Shaw.

There is an additional school of thinking that is exemplified by individuals like Patricia Shaw and Ralph Stacey. These authors see organizations via the paradigm of flux and transition. This way of thinking has important implications for everyone interested in overseeing and facilitating change. Conflict, tension, and clear communication will inevitably lead to change, or a new order of things. Being a manager means that you are a part of the environment, not someone who controls or exists outside of the system. *Changing Conversations in Organizations* by Patricia Shaw skips around the standard questions such "How do we manage change?" "How do we participate in the ways things change over time?" is the question she answers. "Our interaction, no matter how considered or passionate, is always evolving in ways that we cannot control or predict in the longer term, no matter how sophisticated our planning tools are," is a conundrum that this literature fearlessly tackles. This is unsettling information, and the contradiction causes managers and consultants some unease, since it raises the possibility that our intellectual endeavors to jointly identify issues and create futures may be missing the mark. Shaw said, "I want to support us in recognizing our value as fellow improvisers in group settings, continually building the future and our role within it." on conventional perspectives on organizations as systems, Stacey states, "This is not to say that systems thinking has no use at all." It most definitely does if one is attempting to comprehend and, more importantly, to create recurrent encounters in order to attain certain performance types.

Both Patricia Shaw and Ralph Stacey have written on complexity and change. This may be difficult for managers to read, especially for consultants, since it seems to take away the reasonable authority that we have historically given to our managers, change agents, and consultants. Regarding the conventional understanding of the process consultant, Patricia Shaw

The notion of the reflective practitioner, in my opinion, is the one that most strongly holds onto our expectations and molds our desires to be capable, successful, and lifelong learners. Rather, I have been wondering what happens when we keep spontaneity, unpredictability, and our ability to be shocked by ourselves at the core rather than explaining them away. On the other hand, individuals employed in very intricate settings, like the government or the health industry, have informed us that they greatly benefit from the concepts presented here. The idea that change is unmanageable is a reflection of their own attempts to control it, of the overpowering sense that they are always pushing heavy weights uphill.

DISCUSSION

It's crucial to emphasize right away that effective leadership is multifaceted leadership. We think that valuable concepts of leadership arise from all four organizational models. Leaders look one-dimensional in their variety of styles and methods when they become mired in a single metaphor or method of accomplishing things. The machine metaphor emphasizes the necessity for structure and well-defined objectives, but when it is used excessively, it leads to outcome micromanagement and a lack of risk-taking. The metaphor of the political system highlights the harsh realities of organizational life and serves as a helpful reminder of the need to involve powerful individuals when change is needed, while its misuse may be seen as manipulation. The organism metaphor raises awareness of the need for change and emphasizes the need of individuals being engaged, but it also runs the danger of happening too slowly and too late. Lastly, the flux and transformation model serves as a helpful reminder that we cannot fully control organizations or their members until we impose terror! To allow change to occur, leaders must promote dialogue about disagreements and tensions while avoiding the pitfall of being too ambiguous and uninspiring. We think that integrating elements of each of the four metaphors leads to effective change leadership. The offered models and techniques, which use many metaphors to varying degrees, serve as proof of this [7], [8].

Blending the Metaphors Coaching Session with Reflection

Upon realizing that my supervisor was use an entirely different organizational metaphor from mine, I started to observe how our conversations on project management and process improvement were at odds. The machine metaphor is my favorite. I like things to be quite obvious. We have a well-defined organizational structure with distinct duties and goals for every individual in my region. With me in the engine room, pushing levers and thinking through strategies and procedures, the team functions like a well-oiled machine.

However, my supervisor thinks that working in a more flexible manner is preferable. He doesn't really care about the hierarchy, and his goals are fluid and updated every day. He will approach that individual personally and have a very serious talk to explain the significance of a certain effort if they show initiative and potential. I used to think it was ridiculous. I lost my composure.

We spoke about this one day, using metaphor to talk about our differences. We began to identify the advantages and disadvantages of each strategy, which was very enlightening. Consequently, I agreed to include more leeway in certain projects, and he committed to following the plan instead of reviewing and modifying other, more elaborate procedures. Even though we still argue sometimes, it doesn't annoy me as much. Oil Company's Global Services Manager discusses using metaphors to improve comprehension of other people's perspectives. A lengthy list of abilities like this one has the drawback of seeming unachievable. In this, we attempt to assist leaders in sorting through the different demands placed on them in order to identify the key responsibilities, competencies, approaches, and areas of concentration required in order to effect change.

Forward-thinking Management

A guiding vision is the first essential component of leadership. The leader has a strong sense of his goals, both personally and professionally, and the fortitude to keep going in the face of obstacles and even failures. You cannot possibly get there until you know where you are going and why.

Bennis Warren

Being a visionary leader is now considered a kind of Holy Grail. It seems to be a highly sought-after, uncommon good. According to our most recent study, visionary leadership is highly valued by company executives today as a means of bringing about organizational transformation. Is visionary leadership the solution, though? Additionally, he created a helpful comparison that breaks out some of the characteristics of a visionary leader by contrasting management with leadership. This comparative exercise makes a very apparent distinction between leadership and management. It is helpful for those who want to assume greater leadership responsibilities, even if it might be seen as somewhat undervaluing the significance of a competent manager in the functioning of an organization. Most managers must do both duties [9], [10].

Kotter on the true actions of leaders

Kotter reiterates Bennis's viewpoints. He claims, "vision is not a component of effective management; instead, we have raised a generation of very talented people to be managers, not leaders/managers." Planning is the managerial equivalent of creating a vision. According to him, managers and leaders are not the same. They are incapable of organizing people, making plans, or simply solving issues. In reality, leaders assist organizations in adjusting to change and supporting them as they go through it.

Bass created the concept of transformation leadership, which is useful and beneficial to a lot of managers. He distinguished between transformational and transactional leadership, and based on a thorough investigation, he concluded that the traits of charismatic and inspiring leadership were the ones most likely to be linked to successful leadership. Some fascinating insights on visionary leadership have emerged from Howard Gardner's significant study on the characteristics of effective leaders. He selected eleven prominent leaders of the 20th century and conducted extensive study on their lives and contributions, reading biographies and locating accessible speeches, letters, audio and videotapes, and other materials.

He selected a diverse group of leaders, including political, corporate, and people who shaped our attitudes and actions without holding a position of direct leadership authority. The list featured, among others, Margaret Mead, a cultural anthropologist who had a significant impact on our conceptions of childhood, family life, and society, Martin Luther King, the leader of the African American community, Alfred Sloan, the head of General Motors, and Pope John XXIII, one of the most powerful and well-liked popes of modern times. Gardner's research revealed that leaders who had really altered the thoughts, emotions, and behaviors of others seemed to have a primary theme or takeaway. Narratives not only provide context, but also aid in enabling listeners to see the future. The leader must embody the tale and make a connection with the demands of the audience. Gardner argues that there is never a shortage of phonies and that those who fail to live up to their words will ultimately come to light.

The vision of Heifetz and Laurie is insufficient

According to Heifetz and Laurie, vision is not the solution. According to some, a senior executive's attitude must change to meet the demands of firms operating in the twenty-first century. They claim that adaptable leadership is what's required. This is about putting individuals under strain, pushing them beyond their comfort zones, exposing conflict, and making them experience outside pressure. "Followers look to their leaders for solace, consistency, and answers." However, that is nannying. True leaders push others outside their comfort zones and pose challenging questions. They then deal with the ensuing anxiety. They contend that asking for inspiration and vision is ineffective and makes workers more reliant.

The kind of leadership required to facilitate complicated organizational transformation is not the same as that required to handle a regular technical issue. Change agents should focus on observing the surroundings and bringing people's attention to the intricate adaptive problems that the company must solve, such modifications to its basic procedures or culture. This entails returning the task to the people rather than addressing their issues for them. It also entails letting individuals experience the anguish of things not going well rather than shielding them from bad news and hardship. These concepts are quite different from the notion of transformative leadership that was previously discussed and which suggests that effective leaders are captivating, imaginative, and motivating [11], [12].

CONCLUSION

The analysis of leading change emphasizes how important good leadership is in the intricate and ever-changing world of organizational transformation. This research has given a thorough assessment of the complex nature of leadership in times of transition, recognizing the potential and difficulties that come with leading businesses through transformational initiatives. A variety of essential qualities are shown by effective change agents, such as emotional intelligence, strategic agility, skilled communication, and visionary thinking. Effective leadership during change projects is mostly dependent on one's capacity to develop and convey a compelling vision for change, secure organizational support, and foster adaptation within the corporate culture. Managing opposition, encouraging cooperation, and maintaining momentum

are other leadership facets that are essential for negotiating the complexities of the transformation process. The research emphasizes the value of leadership in bringing about change and guiding firms through the sometimes tumultuous stages of transition. The dynamic character of leadership, shaped by modern-day obstacles such innovations in technology and changes in the nature of labor, requires leaders to demonstrate adaptability and creativity. To successfully steer enterprises through the intricacies of the current organizational environment, leaders must continually improve their methods and embrace new paradigms and techniques in order to adapt to these difficulties.

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CHAPTER 6

IMPORTANT STRENGTHS FOR CONNECTIVE LEADERS

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ABSTRACT:

The critical strengths essential for connective leaders operating in today's dynamic and interconnected organizational landscapes. The study delves into the concept of connective leadership, examining the unique attributes that enable leaders to foster collaboration, build relationships, and navigate the complexities of a globally connected world. The research identifies and analyzes key strengths associated with connective leadership, including effective communication, empathetic understanding, adaptability, cultural intelligence, and a strategic mindset. It explores how these strengths contribute to a leader's ability to bridge diverse perspectives, create inclusive environments, and facilitate the flow of information across organizational boundaries. Additionally, the study highlights the role of connective leaders in promoting a culture of trust and innovation. It investigates how leaders who possess the identified strengths can inspire and empower teams, fostering a sense of shared purpose and collective achievement. Furthermore, the abstract emphasizes the relevance of these strengths in addressing contemporary challenges such as remote work, diverse and globalized teams, and the rapid pace of change. It discusses how connective leaders are well-positioned to navigate these challenges by leveraging their strengths to build cohesive and resilient teams.

KEYWORDS:

Emotional Intelligence, Empathy, Interpersonal Skills, Relationship Building, Team Building.

INTRODUCTION

According to Jean Lipman-Blumen, eyesight is no longer the solution. Instead of focusing on creating a single vision, she advises executives to look for purpose and form relationships. According to her, there is a growing belief that traditional leadership styles are unsustainable in a world that is becoming more interconnected. According to her, the new global environment has forced a radical shift in the circumstances of leadership, necessitating new methods of working and thinking that face and productively address both diversity and interdependence. According to Lipman-Blumen, connective leaders see linkages between disparate individuals, groups, and organizations even when the parties involved do not. She claims that leaders will need to engage and work together, even with former foes, in the new "connective era." In the political sphere, Mikhail Gorbachev is an excellent illustration of this. Another is Nelson Mandela. Once again, this strategy differs with the recommendation that leaders create and convey a clear vision in an engaging manner. Jean Lipman-Blumen exhorts leaders to foster positive relationships and a feeling of shared purpose across divides in order to increase commitment throughout a broad range of situations [1], [2].

Six Vital Qualities of Connective Leaders

Political savvy with ethics. A blend of political acumen and moral convictions. Skillful and open use of oneself and others to accomplish objectives. Sincerity and responsibility. To be authentic, you must dedicate yourself to the group's goal. To be accountable, one must be prepared for every decision to be carefully considered. A politics based on similarities. Establishing communities by looking for points of agreement and common ground. Acting in the near term, thinking long term. In spite of the day-to-day pressures, mentor and support

heirs, and create a long-term framework. Expectation-based leadership. Meticulously avoids handling details. Having high standards and faith in others. a search for purpose. Encouraging followers to make positive changes in the world.

Citation Lipman-Blumen

The world is evolving. Organizations are less hierarchical and more distributed. Information is accessible more freely now. Compared to before, people now demand more from their employment. Does this thus alter the leader of change's role? The administrations of the US and the UK are attempting to convince the rest of the world that going to war in Iraq was the only way to guarantee a peaceful future as we write this book. Nonetheless, surveys conducted in the US and Europe show that a growing percentage of people are opposed to military war and no longer think it is a useful means of settling international disputes. Maybe now things are different. It's possible that individuals are being encouraged to build cooperative partnerships with a certain amount of independence due to the growing globalization of the economy and easy access to news and information. Is the necessity for strong leadership beginning to change among the populace? Maybe your leadership style clear, imaginative, authoritative isn't working anymore? The roles that leaders should play in the process of transformation are subject to differing opinions [3], [4].

According to the machine metaphor, the organization's leader sits at the top, sets objectives and sees them through to completion. The metaphor of the political system suggests that the leader must form the core of a strong coalition that draws supporters via the presentation of an alluring and appealing vision as well as through bargaining and negotiation. According to the organism metaphor, a leader's main responsibilities are those of a coach, counselor, and consultant. According to the flux and transformation paradigm, a leader helps emergent change happen.

Senge distributed the leadership

Senge offers some thought-provoking opinions on this. He asserts that effective change leadership need not originate at the top of a company. It originates from within the company. Senior executives, he observes, do not have as much influence over events as they would like to believe. He questions why it is taking us so long to change our organizations and criticizes our reliance on the "hero leader." It creates a vicious spiral, he says. The cycle starts with a catastrophe, which prompts everyone to look for a new CEO who they can fully rely on. The new CEO takes a bold and proactive approach, and he or she dramatically increases productivity and reduces expenses in the near term. After that, everyone grovels to appease the new CEO, who does not take stupidity well. Instead of exerting significant effort to question the current quo, workers conform, and a new crisis eventually arises. This vicious cycle, which in turn fuels our search for new hero-leaders, does not contribute to innovative thinking, organizational learning, rejuvenation, or even development. Senge presents some hard facts concerning organizational transformation that contradict Bennis and Kotter's emphasis on top-level vision [5], [6].

Driving change from the top might result in little real change. CEO initiatives are a terrific way to spread skepticism and divert attention away from genuine change-making activities. In a company, true dedication and the ability to learn at all levels are much more valuable than top management buy-in. Senge makes a valid argument. Is it really possible for one or two courageous individuals at the top of a company to see and address the vast array of obstacles that arise when fundamental change is attempted? According to him, we should consider creating networks of interdependent leaders from various organizations. Different roles are played by different kinds of leaders. He distinguishes between three key, related categories of leaders: network leaders, executive leaders, and local line leaders.

Regional line supervisors

These are the front-line managers who create the services and products and ensure that the essential operations run smoothly. Not much will change if these individuals don't commit to it. Typically, these individuals have a laser-like concentration on their own groups and clients. They depend on senior leaders to set up the proper framework so that innovative ideas may flourish and spread across the company, and on network leaders to connect them with other departments.

Chief executive officers

Members of the management board are these people. Senge disagrees that this is where all transformation begins. Instead, he argues that these leaders have three main responsibilities: training and guiding local line leaders; setting an example for others to follow by demonstrating their dedication to values and purpose; and creating the ideal innovation environment and infrastructure for assessment and reward.

Leaders of networks

Senge argues that the most significant organizational difficulties arise at the intersections of teams, functions, and project groups. Those who work at these interfaces are known as network leaders. They collaborate with line leaders as mentors, counselors, proactive assistants, and accessors. They often possess the wisdom to support local line leaders in taking action and enacting changes across the company. In practice, it is difficult to establish the links. The following barriers to creating seamless integration across the various jobs are what we have seen. Executive leaders might get distant from their local line leaders due to their hectic schedules and difficult communication style. Local line leaders and executive leaders seldom have face-to-face meetings and, if they do, only interact via email. Requests to carry out specialist activities or carry out HR-led projects often cause network leaders, such as internal consultants or process facilitators, to stray from their leadership responsibilities. Despite their effectiveness and hectic schedules, network leaders are often underappreciated as change agents.

They often have to fight to be acknowledged as significant members of the organization. Senge's approach acknowledges that in order to bring about change, there is a need for all three kinds of leaders as well as for connectedness across various organizational components. O'Neill's four essential responsibilities for effective transformation

In addition to endorsing Senge's concept of communities of leaders, Mary Beth O'Neill lists four distinct leadership responsibilities that are essential for effective and long-lasting organizational transformation initiatives. She bases her model for the transformation process on the work of Daryl Conner on family therapy, and she highlights the crucial roles of sponsor, implementer, advocate, and agent.

Sponsor

The sponsor is the one with the power to implement the change. He or she controls the resources, including time, money, and people, and legitimates and approves the change. They also have line authority over the individuals who will carry it out. Additionally, there are sustaining sponsors that are in charge of promoting change within their particular industry. Effective sponsors clearly see the change they want to see. They specify the initiative's objectives and quantifiable results. Sponsors who want to stick with the change must be cautious not to give the team of implementers any indications of skepticism.

Executor

It is the implementers' responsibility to put the change into practice. They answer directly to the sponsor for their duties. Their responsibility is to provide real-time feedback from the change project to the sponsor. They may prevent the sponsor from having tunnel vision or from being taken aback by challenges that sometimes become apparent to people closest to the change first. When implementers ask questions and address issues with the sponsor early on in an effort, they are most successful. This implies that they can make a commitment to try instead of just complying falsely at first and then sabotage later.

Agent of change

A person who facilitates change is known as a change agent. He or she assists in maintaining mutual alignment between the implementers and the sponsor. The sponsor must not turn over control of the change agent to the implementers in order for this function to be successful. Don't let the sponsor "drop the ball." When this occurs, the change agent may overwork, resulting in a transitory alteration and an imbalanced, ineffective system.

The change agent facilitates meetings, collects data, teaches, counsels, and coaches. He or she is often in a sponsor-implementer-agent triangle since they do not have direct line responsibility over the implementers.

Supporter

An advocate requires a sponsor for their proposal, yet they have an idea of how a change may occur. Every change requires a sponsor. Advocates often have a strong sense of enthusiasm and drive to see the change through. They need to keep in mind that finding a sponsor is crucial. Advocates are discouraged and irritated in the absence of this. Astute supporters advance concepts by demonstrating how they align with sponsors' change initiatives and objectives.

Mary Beth O'Neill's descriptions of these positions are included because they provide a clear framework for anyone considering organizational transformation and show the variety of leadership roles that are required for change to happen. According to our observations, this framework is helpful for initiating and maintaining change as well as assessing how effectively the community of leaders is assisting with the process for individual's at all organizational levels. This approach seems to provide the level of transparency that is needed in today's companies, when occupations and projects overlap and hierarchy is not always evident. In any process of change, it's often necessary to have a straightforward but adaptable method of determining who accomplishes what.

DISCUSSION

Writing on leadership abilities and styles is abundant. We have selected Goleman's work because we believe it to be insightful and helpful for working with leaders at any point in a transformation process. His research on leadership styles reveals six different types that a leader may choose from at each stage of a transformation process and in any circumstance. Our experience's leaders found this to be quite helpful. The foundation of these six types is Goleman's work on emotional intelligence, which outlines the fundamental skills needed for effective leadership. For those who are evaluating their talents, this serves as a handy checklist [7], [8].

Goleman leadership with tangible outcomes

After analyzing the performance of more than 3,800 CEOs globally, Daniel Goleman created a set of six unique leadership styles in his effort to understand the connections between

emotional intelligence and business outcomes. The finest leaders apply these six leadership philosophies interchangeably, which stem from distinct emotional intelligence components. He advises leaders to think of the styles as six golf clubs, each of which is used in a distinct circumstance. Goleman also discovered that, over time, the organizational atmosphere is influenced differently by each style, both positively and negatively. This in turn significantly affects the outcomes for businesses. Goleman not only describes the circumstances in which each leadership style works well, but also ties a leader's skill to tangible commercial outcomes.

Coercive manner

To be used only in dire circumstances. If immediate adjustments are needed, this is a helpful style to utilize, but for long-term success, it must be paired with other styles. Overuse of this technique may lead to negative outcomes including stress and distrust [9], [10].

Style of authority

Helpful when there is a need for a turnaround and the leader is likable and passionate. The "visionary" leadership style is this one. According to Goleman, this kind of leadership will only be effective if the person in charge is well-liked by their followers and really excited about the necessary change. He does agree that, under the appropriate circumstances, this strategy may have a very positive impact.

Personalized manner

This approach fosters trust and mends damaged relationships. When things become hard and individuals are having trouble with a transition process, it might be helpful. Nevertheless, in order to effectively determine direction and promote advancement, it must be utilized in conjunction with other styles.

Democratic

When the team is more knowledgeable about the circumstances than the leader is, this is a useful approach to take. With the leader acting as a facilitator, they will be able to generate ideas and make plans. For unskilled team members, however, it is useless since they will keep going around in circles and not deliver.

Setting the Pace

When used in isolation, this approach does not provide long-term beneficial outcomes. However, it may be utilized successfully in a highly motivated and skilled team. When this approach is overused, employees get weary and feel unappreciated and undirected. Instead of pushing for more of the same, the leader must abandon this approach and enter a transformation process.

Mentoring

If people need to learn new things in order to make changes, then this is a good approach to take. Goleman Emotional intelligence's significance for effective leadership.

Goleman's five leadership philosophies are grounded on his research on emotional intelligence. Since it lays out all the skills needed to be a good leader, it is worth looking into. Goleman has conducted compelling studies on the importance of emotional intelligence. First, his research of 181 models of management competence collected from 121 firms throughout the globe revealed that emotional competencies accounted for 67% of the skills considered necessary for managing competence. Hay/McBer conducted further study in which they examined data from forty distinct organizations to ascertain the abilities that separate average performers from star

performers. Once again, it was discovered that emotional skills were twice as significant as intellectual or skill-based abilities. He claims that the foundation of emotional intelligence is self-awareness. Goleman's study supports this by showing that a leader's likelihood of being competent in the other three categories is much lower if they lack self-awareness. Self-awareness, self-management, and social awareness are among the abilities that are not always obvious, as may be confirmed by quickly skimming the competence set. This is known as inner leadership. The only category with clearly visible behaviors is social skills. This is referred to as outward leadership. In our experience, people leading change need to have particularly strong inner leadership because of the emotions that stem from their own desire to succeed, as well as the possibility of opposition at many levels and the difficulty associated with breaking old patterns. It's a really sentimental setting.

Emotional abilities are critical for leaders to acquire, according to Daniel Goleman. He states: These human realities will be more important than ever in the new, lean, and every job matters company environment. Significant change is a continuous due to institutional investor pressure, global competitiveness, and technological advancements. Waves of downsizing cause companies to shrink, making the individuals who stay more visible and accountable. A bully or an overly sensitive boss may have gone undetected ten years ago in many workplaces, but they are considerably more noticeable now [11], [12].

Various leadership styles at various stages of transition

Here, we look at the many stages of the change process and determine which tasks or abilities a leader must carry out at each stage. Three distinct but complementary models of the transformation process are used to achieve this.

Green and Cameron both external and internal leadership

Our personal experience working with leaders on change processes has shown us that in order to make goals and acknowledge accomplishments, it is critical to define the stages of change. A leader may also notice the need for adaptability in their leadership style as they transition from one phase to the next thanks to this phasing. For each step, we have determined the needs for an external and internal leader of change.

Kotter the significance of taking the proper first actions

Kotter's eight phases for changing your business serve as a thorough manual for managing the transition process. According to Kotter, effective leaders need to follow all eight stages. Nonetheless, he believes that if the foundation is laid correctly, the procedure will be much simpler.

Rosalind Moss Kanter picking up perseverance

Rosalind Moss Kanter emphasizes the need of persevering through the process of change, especially in the face of difficulty.

According to her, executives all too often make an announcement, form a task force, and then wait for individuals to figure out the solutions. Kotter and Kanter have distinct points of focus. She claims that once the modification is implemented, problems will arise. To guarantee that a change process is maintained beyond the first bloom, Kanter advises leaders to use the following tactics.

Pay attention to your surroundings

In order to hear from and learn from consumers, establish a network of listening stations.

Question the conventional thought inside the company

Encourage kaleidoscope-style thinking

Communicate a compelling ambition. To inspire individuals to examine their preconceptions, send them far away, rotate roles, and form multidisciplinary project teams. This is an invitation to improve ourselves and become something greater, not only to paint a vision of what may be. Because there are so many obstacles to overcome, the desire must be motivating.

Form alliances

Despite being apparent, Kanter claims that one of the most overlooked phases in the transformation process is coalition-building. According to her, in order for change leaders to be successful, they must enlist the help of those with the power, money, and political connections.

Give a functional team ownership

After a coalition is established, more people need to join in order to concentrate on execution. To ensure that implementers have time and resources, leaders must continue to be engaged. The implementation team may then focus on the work at hand and forge its own identity.

Acquire persistence

According to Kanter, everything may seem to be failing in the midst. Positive things could happen if you persevere through the challenging phases of the procedure. The start is thrilling, and the conclusion is fulfilling. Perseverance on the part of the leader is required due to the hard effort in the middle.

Turn everyone into a hero

Leaders must never forget to acknowledge and reward accomplishments. This ability is often underutilized in businesses, and it's frequently free! People need to be motivated at this phase of the cycle in order to have the energy to take on the next change process.

Bridges guiding individuals through change

William Bridges has very specific thoughts on what leaders must do in order to successfully implement change. Bridges claims that people's inability to let go of the past is often what prevents them from starting again throughout a process of transformation. In his view, the leader is the one who facilitates such change. This approach of thinking is especially helpful, in our opinion, when there is an impending inevitable change, such a merger, acquisition, restructuring, or site closure.

In charge of the neutral zone

It is uncomfortable to be in the neutral zone. At this point, for example, the restructuring may have been announced, but the new structure may not yet be established, understood, or operational. Discord within the team may increase when motivation declines and anxiety levels increase. Effective management is necessary at this era to prevent anarchy. The significance of inner resources and self-awareness.

During a transformation process, a leader is held to high standards. Leading change effectively requires guts, a clear sense of purpose, emotional intelligence, high integrity, and a variety of abilities. Though a lot has been said about developing talents, what about inner resources and self-knowledge? To what extent does the inner life of a leader influence their ability to effect

change, and what are some ways in which this skill may be enhanced or developed? Like Daniel Goleman, we think this is the secret to effective leadership. To learn more about his studies on successful leadership, see the section above. It suggests that the foundation of an emotionally intelligent leader is self-awareness.

Bennis the significance of self-awareness

Being an effective leader requires knowing oneself, according to Warren Bennis. According to him, self-awareness is a must for leaders who want to be sufficiently liberated to think creatively. Bennis argues that rather than having your experiences shape you, you may take control of your life by comprehending it and becoming your own designer. He lists four self-knowledge lessons. These are

Be your own instructor, for starters. Leaders take ownership of their education and see it as a path to self-expression and self-knowledge. Nobody is able to impart the knowledge they need to them. Blame and denial may be stumbling stones. Two, take ownership of your actions and assign no blame. You shouldn't rely on others to take initiative or complete tasks for you. Three, you have access to whatever knowledge you want. Being a leader requires a certain level of confidence, optimism, and fearlessness. The discovery of four genuine understandings arises from experience reflection. Reflection is an integral aspect of the lives of leaders. You become ready for the future by taking an honest look at the past. Bennis also mentions the possible advantages of leaders having an honest recollection of their upbringing, thinking back on it, comprehending it, and overcoming the impact of childhood on them. The renowned psychotherapist Erikson is cited by him as saying that there are eight phases of life, each of which has a corresponding crisis. Erikson asserts that our identity is shaped by how we handle the eight crises. He also mentions that if we are unable to resolve the problem to our satisfaction, we could get trapped at a certain point. For example, a lot of us never get over the internal conflict between initiative and guilt, which leaves us without direction. It may be necessary for you as a leader to break some of the bad habits you developed early in life; this will be difficult but worthwhile. Coaching, counseling, or therapy are often used to complete this process, depending on how in-depth you feel you need to go.

CONCLUSION

The key competencies of connective leaders reveals an engaging story of leadership success in the networked corporate environment of today. The distinctive qualities of connected leaders have been examined in this research, with a focus on the vital role played by abilities including efficient communication, sympathetic comprehension, flexibility, cultural intelligence, and a strategic mentality.

Equipped with these qualities, connective leaders are able to create connections between disparate viewpoints, encourage teamwork, and successfully negotiate the challenges of an increasingly interconnected environment. One important result of leaders who make use of these characteristics is the development of a culture of trust and innovation, which motivates teams to work toward common objectives and creates an atmosphere that encourages creativity and problem-solving. These abilities become more relevant when dealing with modern issues like remote work arrangements, varied and international teams, and the quick speed of change. Connective leaders are well-positioned to not only adapt to these obstacles but also turn them into chances for development and cooperation since they possess the capabilities that have been highlighted. The study's practical consequences highlight how crucial it is for leaders who want to exemplify connected leadership to cultivate and strengthen these skills. In an increasingly varied and connected world, it is critical for firms to cultivate a leadership culture that places a high value on innovation, connectedness, and teamwork. This research offers insightful

information to practitioners, leaders, and organizations looking to improve their leadership efficacy at a time when connectedness is a strategic need for long-term success rather than just a choice.

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CHAPTER 7

EXPLORING THE MULTIFACETED NATURE OF STRATEGIC CHANGE PROCESS

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ABSTRACT:

The strategic change process, offering insights into the dynamic and purposeful methods employed by organizations to adapt, innovate, and thrive in evolving environments. The study explores the multifaceted nature of strategic change, examining the key components, stages, and challenges inherent in the process. The research delves into the foundational principles that guide strategic change, emphasizing the importance of aligning organizational goals, vision, and culture with the evolving external landscape. It investigates how strategic change involves a purposeful and planned approach, integrating organizational strategy, leadership commitment, and stakeholder engagement. Additionally, the abstract explores the stages of the strategic change process, from the identification of the need for change through to planning, implementation, and evaluation. It considers the role of communication, leadership, and organizational culture in each stage, highlighting the interconnectedness of these elements in driving successful strategic change initiatives. Furthermore, the study addresses challenges organizations commonly encounter during the strategic change process, such as resistance, uncertainty, and resource constraints. It examines strategies for overcoming these challenges and fostering a resilient and adaptive organizational culture.

KEYWORDS:

Leadership, Monitoring, Planning, Resistance, Stakeholder Involvement, Tactics, Vision.

INTRODUCTION

As we can see, the process usually starts with an external or internal catalyst for change. To make sense of the cosmos, we kind of compartmentalize it. The whole book is an effort to bring order to the disarray we sometimes experience when change occurs. It is quite uncommon for someone to be able to confirm that this transformation started at that specific meeting or on that specific day. In an ideal world, however, these catalysts for change force us to critically assess our organizational capacity, our connections with customers and stakeholders, and the market or sector we operate in. We thus go over our goals, our desired destinations, and the steps required to get there. We formulate our updated purpose, vision, and values. Now, this exercise may need all kinds of adjustments, but generally speaking, we will need to make one or more of the following modifications. The commercial strategy, the corporate culture, the organizational structure, and the pertinent procedures. We address the four categories of change mentioned above. We take on structural modifications head-on. This is because we wanted to publish something useful about how to make this strategy effective since we have seen how many strategic adjustments lead to structural improvements [1], [2].

Additional crucial facets of the process of transformation

There are six more crucial elements that make strategic transformation projects effective. A key component of a successful transformation endeavor is alignment. This is about making sure that the change plan's constituent parts work together as a cohesive one. This indicates that although they maintain their internal integrity, they can, if needed, be connected to the

whole corporate structure and beyond. Additionally, attunement is vital. This is about making sure that every part of the change is implemented in accordance with corporate principles and with enough consideration for the human side of the change, all while reflecting the desired organizational culture. It is essential to reach critical mass. Creating momentum and establishing sustainability are the goals of a change management strategy. When a sizable critical mass of individuals are in harmony and alignment with upper management, this happens. Enhancing the preparedness, capability, and capacity of an organization. Organizations differ greatly in their aptitude and competence for managing change.

This is not always a critical skill among employees in firms that seem to be in a state of perpetual change. We contend that change may become a way of life rather than something to be dreaded, avoided, and avoided the more senior management sees the need to create this competence within itself and a large number of its managers. Promoting learning on an individual, team, and organizational level. If change managers want to succeed, they need to have excellent training and mentoring. There are some who thrive without it, but they are the exception. Usually, everything gets done quickly without stopping to evaluate, develop, or integrate because of the responsibilities of implementing change and the need to continue meeting the day-to-day requirements of the work. Managers then develop the habit of hopping from experience to experience without really learning anything. It is evident that learning never ends on a personal level. The change process is aided by mentoring, reviewing, and feedback methods, which also assist to develop continuous change competence. The whole process of transformation will take place inside an existing mentality or culture. It is critical to realize that our perspective will affect all of our observations, computations, and conclusions.

Reorganizing

We put a lot of effort into our training. However, it seemed that each time we started to group together, we would be rearranged. Later in life, I discovered that we usually reorganize ourselves to fit any new circumstances. And what a fantastic way it may be to foster uncertainty, inefficiency, and demoralization while fostering the appearance of progress [3], [4].

The Satyricon's Arbiter, Gaius Petronius

Some of you may recognize these phrases from two millennia ago. We think they are just as insightful today as they were back then, and they definitely are to us. But despite how often these statements are stated, organizations don't always pay them any attention. Restructuring is often not well received by most individuals, despite the fact that some managers are now doing this process well. Says like "Not again," "It failed," "Why didn't they manage it better," and "Why can't they just leave us to get on with the job" are often met with rolling eyes. Given the lack of significance of restructuring as a primary strategic goal, restructuring as a subject for change may appear a little odd. Of course, we need to investigate the causes of the modification.

There are some crucial aspects to remember. Restructuring seems to be the answer to many organizational problems, therefore because it affects so many people's lives, we must examine the restructuring process itself.

Considering how often managers and employees undergo restructuring, it is critical to comprehend the dynamics of this process, what usually goes wrong, and what constitutes an effective procedure. We believe that management should approach restructuring as a last resort rather than a first one. It's often a ploy to avoid dealing with the organizational problems it aims to fix [5], [6].

Motives for the Restructuring

In this case, we are more interested in the dynamics of change and restructuring than on the reasons for the organizations, or a portion of its, restructuring. Restructuring ought to occur only in response to a shift in strategy, in our opinion. It should be implemented in tandem with other concurrent improvements, such as procedural and cultural changes, and have a well-defined justification. Naturally, things aren't always like this. Restructuring procedures may sometimes be sparked by other events, such as the arrival of a new boss, a process or product failure, a disagreement, a disgruntled customer, or an underperforming individual or department. In these situations, when structural changes seem to be a hasty decision that lacks focus, looks cosmetic, and produces no meaningful benefit, it may be difficult for staff members to suppress their skepticism. We examine particular instances of restructuring, including rebranding, IT-based changes in other applications, mergers and acquisitions, and cultural shifts.

The process of restructuring

Restructuring the company should seem like a fairly simple process on the surface, but some of the other transformation scenarios we examine in this book are more complex. The reorganization might fit perfectly into the machine metaphor if we remember the metaphors for organizational transformation. We might also include Kurt Lewin's three-step organizational reform approach into this image. Defrosting the existing situation is the first step. This entails describing the existing situation, outlining the motivating and discouraging factors, and visualizing the ideal outcome. Transitioning to a new state via engagement and participation is the focus of the second stage. The third phase focuses on creating new norms, rewarding achievement, and refreezing the new situation in order to stabilize and reestablish it. This concept might obviously be followed by an organizational reorganization procedure. It is necessary to unfreeze the present state and reach the desired end state. Therefore, the primary concern is making sure that transitioning from the former to the later condition happens as quickly and smoothly as is required.

DISCUSSION

Our expertise in assisting organizational transformation has shown us that if the restructuring process is limited to creating project plans and organizational structure charts, it will not be effective. It is disheartening to learn that, according to CIPD data, firms usually spend a lot more time on non-human resources during restructuring. HR-related concerns got half as much time and attention as those related to finance and systems. Many additional issues need to be taken into account, as anybody managing or going through restructuring understands. A major factor is the political climate as well as the psychological requirements of the employees and management. Furthermore, rather of just using the restructuring process as a means of rearranging the organization's structure, it is crucial to make sure that it serves as a framework for the organization to do something new [7], [8].

Thus, it is helpful to review Nadler and Tushman's congruence model, which is based on the metaphors of biology and politics. The congruence model's fundamental feature is that altering one component of the organizational system has an impact on the whole system as well as its other component components. You can have unforeseen repercussions if you fail to account for this in your change equation. People in other parts of the company may need to forge whole new relationships as a result of restructuring in one area. Rarely is anything done to deliberately cultivate new working connections, much less explain the changes.

A general method of restructuring to deal with a particular problem with the company environment, either internal or external. Restructuring was often carried out in the CIPD study

mentioned above in order to increase organizational efficiency, increase market share, or enhance customer response. "Typically, performance declines, mergers and acquisitions, and a change in chief executive" were the main forces in the private sector. The need for new partnerships as well as changes to laws and regulations are major forces in the public sector, while chief executive changes are also significant.

Essential elements for success

Creating essential success elements, designing choices, and conducting a risk assessment are all necessary for structural planning. Restructuring the organization is done to better align it to accomplish its objectives. It is crucial to identify the critical success characteristics since, if satisfied, they will guarantee the success of the new structure and, implicitly, the strategy. While identifying these crucial elements is a necessary first step in any restructuring, it's not always an easy undertaking. The elements themselves will be determined by the organizational strategy, market, culture, infrastructure, and internal procedures of the company.

We provide an example from a local government agency that had to change its direction in order to put a lot more of an emphasis on its citizens and customers. Reorganizing the organization to do away with the outdated departmental borders, the damaging conflicts they engendered, and the damaging silo mindset they represented was one of the stated measures. It is possible to adapt new working connections including political management arrangements, neighborhood cooperation, and community leadership [9], [10].

Design alternatives

Once the crucial elements that the restructure must satisfy have been determined, it is critical to show that this structure is the most effective way to accomplish them than any other. The many organizational configurations that an organization might have are known as its design possibilities.

A detailed discussion of the many forms of organizational structure is beyond the purview of this work; readers are referred to *Organization Theory*, edited by D. S. Pugh, for an overview. But we're also interested in any particulars surrounding a transition from one kind of organization to another, in addition to the overall effects of restructuring. The development of organizational structure and its connection to corporate strategy were described in depth by Miles and Snow. A divisional structure is used when there is a diversified, changing product or service line, or when there are national or international markets. A matrix structure is used when there are standard and innovative products or services, or when there are s and changing markets. A dynamic network is used when there is a need for product or service design, or when there are global changing markets. An entrepreneurial structure is used when there is a single product or service, or when local/regional markets.

Evaluation of risks

The limits listed for each organizational structure should make it clear that there are risks associated with the restructuring process. The hazards listed here are undoubtedly broad; yet, each organization must determine the particular risks involved in switching from one structure to another.

Therefore, the management must have a thorough understanding of these risks. Excerpts from a risk assessment created for a medium-sized company that chose to transition from a function-oriented organization to a divisional structure comprising five product-based business units, a centralized "shared services" unit, and a financial control unit are included in the box as a tangible example.

New structure risks

Organization and interdependencies

In order for business unit structures to be sufficiently supported by the center, there has to be some degree of uniformity across them. Being quite transparent about the limits of the industries we operate in. Specifically, the limits of the marketplaces and the divisions among the business groups. Roles and responsibilities across business units, shared services, and central services must be made clear.

People were still feeling the effects of the changes; many were obviously still emotionally impacted by the reorganization process, and they were all pointing out things that needed to be made clearer moving ahead. Many saw a great deal of excitement around the adjustments, noting a high volume of activity and swift change management. The feeling that everything was happening too quickly and was uncontrollably out of their control was the drawback of this. Most respondents were in favor of the concepts that the strategy high-level presented. While some saw it as novel and intriguing, others said it offered a single, obvious path and had some theoretical clarity. The overriding impression, nevertheless, was that, despite the Vision's shortcomings, it was unclear how it would be implemented as a practical, feasible plan. They need something very particular as well as something to strive toward. Along with their perception of the rate of change, many also said that they observed several managers heading in different ways and that the direction was a little unclear. There was a certain acceptance to the notion that the company was just repeating itself; there was a "here we go again" mentality, as if they had been here before and wondered whether things would be any different this time.

They realized that the top may provide a clearer orientation; maybe they weren't in the ideal position to view the whole picture.

There were many who grumbled about having too much knowledge, while others moaned about having too little. Though it's possible to argue that management or employees going through a transformation may never be content. This often occurs just when attempts to maintain "business as usual" need to be amplified. Those in charge of the restructuring have three main responsibilities: maintaining business as normal; preparing staff to work in the new structure; and facilitating an orderly and seamless transfer from the old to the new structure [11], [12].

It is essential to pay attention to the people as well as the task aspects of the process. People often prioritize one over the other based on their inclinations. Plans must be in place for all the procedures that are required as part of the change communication plans. These plans should specify what, to whom, when, and how; they should also include clear instructions for people who are being selected, their supervisors, and interested parties. These should include the selection criteria, details about the procedure, timelines, and justification for the procedure; they should also include backup plans in case important personnel are missing during crucial periods or the deadline seems to be approaching.

Future course and approach

A restructure's strategy and future course are unclear to many individuals. Usually, this is a matter of having too much vision and not enough practicality, but sometimes, it's the other way around! There must be equilibrium. Any restructuring must completely explain the logic behind the plan, how it relates to the previous plan, how it will operate in reality, how it varies from the previous plan, how it is superior to the previous plan, and what the advantages will be. It must also paint an optimistic picture of the future.

Interaction

Any change requires communication, which is vitally important. But communications are often inconsistent. In most cases, there is too little, too late communication, but sometimes there is too much. Email-based communication presents another challenge. When managers require a lot of people to get the same information at once, this method is quite helpful, but when it comes to conveying messages that are emotionally charged or even dangerous, it is so cold-blooded and impersonal. A more customized or individualized strategy works well. The more people with the answers to the big questions you can reach, the better. FAQs are helpful for communication and compilation, but this is not the end of the narrative. It does not follow that someone has heard, absorbed, or believed what you have said just because you think you have told them. Under stress, people behave strangely, such as not listening. And when you answer, they should see the whites of your eyes!

Effective communication requires careful planning, with a focus on how to provide the appropriate information to the appropriate individuals at the appropriate time via the appropriate channel. If managers are to serve as the primary means of communication, this involves providing them with professionally formatted briefing notes. Before these messengers are needed to deliver the word, it is also important to make sure that everyone understands. Any kind of change may elicit a wide range of emotional reactions. The receiver is more likely to receive the messages in a cheerful mood if they may be customized. Personalized communications, such in-person meetings and one-on-one conversations, are particularly important when a change might negatively impact a specific person. When it comes to communications, various groups of interest have distinct demands. It will be necessary to engage, advise, and inform certain individuals. It's critical that the proper individuals communicate at the correct level. It matters to them and to those who are in their immediate vicinity. It is necessary to consider the communication's receivers. Employees at a contact center, for instance, may not have the time to read lengthy emails updating them on developments in other areas of the company. That being said, they most likely want to be informed directly about any occurrences that will include alterations to their management structure or the implementation of a new work methodology.

Communication must be timely and arrive to each of the targeted communities at the prearranged time in order to stop the rumor mill from spreading. Talks of "start-stop-start again" are also ineffective. More trust in the transformation process will result from an ongoing communication channel.

Procedure of implementation

It is common to underestimate how difficult restructuring is. Timelines are often missed. The lengthy procedure causes unnecessary stress to the staff members who are directly impacted by the change and may be facing redundancy. It's crucial to control people's expectations. When you make a plan public, it must be followed or any modifications must be made known in a clear and concise manner.

Auxiliary systems

Several support mechanisms must be in place in order to facilitate the restructuring as much as possible and guarantee that the new structure is operationally up and running soon.

Evident managerial backing

People going through the process often respond that their management was ineffective at handling change at this time. The management isn't entirely to blame for this. Many feel that

they have to go through a selection process on their own; many don't appear to receive sufficiently informed about the changes; and some leave their employment or are assigned to other positions, making it impossible for them to provide the support that is required during transition. Variations in management styles may also be seen inside a company. During these periods, there is often less rather than more managerial visibility.

People may see a restructuring as simply that a change in organization instead of an internal realignment that would enable them and the company to concentrate on other areas, like customers, and adopt new methods. It is the manager's responsibility to transform the goals of the restructuring into a workable and practical alternative.

Ongoing dissemination of the goal

To guarantee that the appropriate individuals get the appropriate information at the appropriate time in the appropriate format for them, a continuous, planned, and "individualized" communication program is required. People must be informed about and included in the organization's new, altered methods of operation. The opinions of managers and employees in these two-way conversations must be heard, and when appropriate, they must be acknowledged.

Lucid selection procedure

Clear standards for persons going through selection, their supervisors, and interested parties must be in place before any selection process can begin. First, there must be an agreed-upon, reasonable, ethical, consistent, fair, and planned strategy in place. These have to include the selection criteria, process details, schedules, and the reasoning behind the procedure.

Senior management's focus

Even if the reorganization is seen as a negative move, senior management's participation is often valued in these situations. The more individuals who see top management's dedication, whether via meeting attendance, department visits, branch visits, or contact center visits to confront employees and explain the reasoning behind decisions, the better.

Constructive dialogue

The methods used by various organizations to include personnel in changes may vary. We think that some of the inconsistencies and incongruities arising from the shift are picked up and resolved at a far earlier stage if middle management and workers have a role in the planning of the change. The effectiveness of the change is also influenced by the managers who are responsible for overseeing it providing greater input and engagement early on. It is not sufficient to do monitoring and evaluation at the conclusion of the procedure and record the results for future reference. If you've taken a machine-learning approach to restructuring, you may believe that, after the strategy is established, all that's needed is robotic execution. Organizations are not totally mechanical, of course, and people and groups going through change may respond in a variety of ways. The work and people components of the restructuring plan must be continuously assessed to see how well they are doing. The strategy must include feedback loops so that top managers and others in charge of execution can keep an eye on the organization's health. We said in our talk on individual change that some resistance to suggested adjustments is normal. You are not necessarily doing anything incorrectly just because some individuals are resistant to change! It is normal for people to respond to change in both good and bad ways, both individually and as a community. Managers that encourage direct communication might facilitate this process.

Furthermore, just because someone opposes change does not imply that they are wrong! They may see inconsistencies, overlaps, or things that are just not going to work. Speaking with those who will be responsible for implementing the new structure is not just a considerate but also a practical step toward making efficient use of management time. Starting at the planning stage, monitoring and review should be an integral element of the whole process, continuing all the way to the point when you assess the new structure's efficacy in the months and years after its implementation.

Restructuring

The unique example of redundancy from the standpoint of individual change. This article examines redundancy and the effects it has on both individuals who are laid off and those who remain. David Noer has a long history of assisting people in organizations and helping them adjust to change. In his book *healing the Wounds: Overcoming the Trauma of Layoffs and Revitalizing Downsized Organizations*, he effectively captures a large portion of this experience. The book is mostly on redundancy, as the title implies, but anybody interested in organizational change and change management will find it very helpful.

CONCLUSION

Examining the strategic change process helps to provide light on the complexities of coordinating intentional and flexible organizational changes. This research has given a thorough analysis of the major elements, phases, and difficulties that are present in the process of strategic change, highlighting the need of a deliberate and well-thought-out strategy. The key ideas of strategic change emphasize the significance of coherence and integration throughout the change process. These concepts include alignment with company objectives, vision, and culture. In order to successfully traverse the intricacies of a constantly changing external environment, strategic transformation develops as a dynamic process requiring the dedication of leadership, active stakeholder involvement, and a strong organizational strategy. The interdependence of leadership, organizational culture, and communication is shown by looking at the phases of the strategic transformation process. These components are crucial to the success of change programs at every level. In order to navigate obstacles like opposition, uncertainty, and resource limits and develop a resilient and flexible corporate culture, one must possess a strategic and adaptable mentality. The research's practical consequences highlight the vital role that leaders and change agents play in promoting intentional and well-thought-out change initiatives. Businesses that see change as an ongoing, strategic process that calls for careful preparation, clear communication, and a dedication to creating an innovative and adaptable culture will be well-positioned to succeed in dynamic circumstances.

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CHAPTER 8

PURPOSE OF MERGER AND ACQUISITION ACTIVITY

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ABSTRACT:

An insightful examination into the multifaceted purposes that drive merger and acquisition (M&A) activities within the business landscape. The study explores the diverse motives and strategic considerations that underpin organizations' decisions to engage in M&A, shedding light on the underlying objectives that fuel these transformative transactions. The research delves into both financial and strategic motivations for M&A, emphasizing the pursuit of economies of scale, increased market share, and enhanced profitability. It investigates how organizations strategically leverage M&A to strengthen their competitive position, diversify their product or service offerings, and capitalize on synergies that lead to improved operational efficiency. Additionally, the abstract explores the role of M&A in fostering innovation and technological advancement, as organizations seek to stay ahead in rapidly evolving industries. It also considers how M&A serves as a strategic tool for entering new markets, accessing complementary capabilities, and mitigating risks in an increasingly complex and globalized business environment. Furthermore, the study addresses the challenges and potential pitfalls associated with M&A activities, emphasizing the importance of aligning organizational cultures, managing stakeholder expectations, and ensuring effective integration strategies. By synthesizing insights from academic research and practical examples, this research aims to provide a comprehensive understanding of the diverse purposes that drive M&A activities. The abstract concludes by offering practical implications for executives, investors, and industry professionals, highlighting the strategic considerations essential for achieving successful and purpose-driven mergers and acquisitions.

KEYWORDS:

Diversification, Expansion, Market Share, Synergy, Strategic Growth, Innovation.

INTRODUCTION

When it comes to dealing with redundancy in an organizational setting, Noer views interventions at four distinct levels. While Noer contends that managers should engage with their staff at all four levels, the majority of managers simply advance to level one. Getting the transformation process just right is the main focus of level one interventions. Any transformation process requires a high degree of effective and efficient management. This consists of a procedure that adheres to company principles and a communication plan. Noer believes that when the choice is made to implement layoffs, it must be done humanely and in a clean manner. This requires emotional honesty, genuineness, and open communication "over-communicating is better than under-communicating [1], [2].

Managing Emotions

Getting the emotional process correct is the next step after you have taken care of the task process. This entails handling the previously described revealed and secret emotions. To be honest, not many individuals are extremely skilled at this. Many people feel as if they are opening a hornet's nest when they let their emotions and negative ideas about the circumstance

to be released. To manage this effectively, managers need a certain level of support as well as a great deal of self-awareness. Managers may help this process in a variety of ways, including by holding team or one-on-one sessions. "Allowing time for expressions of feelings about situation-plus implications for future and next steps for moving on" is the focus of this level.

Anticipating and planning

The change curve shows that there is an inner focus phase and an outer focus phase. Noer's study indicates that the organization should now concentrate on individuals who survived the redundancy after dealing with levels one and two. The goal is to "recapture" their feeling of empowerment, self-worth, and self-control. Those who are left need to go through a similar process of rediscovering their value and concentrating on their skills as those who have been laid off. For this to occur, there need to be several organizational imperatives! Again, however, let it be a deliberate strategy rather than an impromptu one. Without a definite necessity to do so, the organization would not have undergone the changes that it has. Whether the requirement is for cost-effectiveness, productivity, cultural shift, or merger, it is up to those who are left to handle it. The likelihood of success increases with the amount of participation and commitment that teams and people may have in determining the direction of the organization [3], [4].

Integrating the modifications

Interventions at level four take place throughout the whole system. A reactive or laissez-faire approach is to operate as if nothing has changed. According to Weinberg's description of Satir's approach, the organization may be unable to effectively confront or rectify the issue.

Empowering groups to deal with organizational change

Process reorganization often has a significant effect on teams. They may have a new leader, a different membership, or a different mission. Establishing roles, duties, and objectives for both individuals and teams in a timely manner is crucial.

A team's members may experience a wide variety of emotions and develop fresh perspectives about their company, their coworkers, and their own careers as a result of any one of these. Teams must grow in order for them to contribute to organizational changes as effectively and rapidly as feasible. Our experience as consultants has led us to believe that a specific framework is helpful for recently reorganized teams. Many of the concerns we have highlighted are addressed by this approach. We urge teams to go through the four parts of the framework to rapidly build the feeling of cohesiveness within the team that is required to complete tasks in a meaningful and cooperative manner. Workshops are the ideal setting for this. We have discovered that a team will be able to handle the shift less turbulently than one that has not if it takes the time to concentrate on the job and people sides of this process [5], [6].

Team alignment in four stages

Recognizing one other's abilities, emotions, and moral principles. The group finds it helpful to recognize the path it took to get to this point. This entails discussing the personnel, the group, and other significant components of the company, as well as the processes of change that have been undertaken to get to the present state of affairs. The extent of the shift and the current narrative will determine how much of this has to be acknowledged.

Defining and setting priorities for ongoing work

To meet the demands of the customers, the team must first ascertain the present level of demand and then collaborate to meet those requirements.

Defining and setting priorities for upcoming tasks and initiatives

Teams may quickly get overwhelmed by a big change agenda if tasks are not scheduled and phased out. Do-ability has to be persuasive. Teams must assess their present agenda, make sure everyone is aware of it, and decide on tasks, deadlines, and priorities.

Working well together as a team

Stages one through three may put a lot of strain on a squad. The group must establish clarity on its duties, dynamics, meeting procedures, development activity phasing, communication, and follow-through. The majority of teams will need to improve in one or more categories. Teams must identify their areas of weakness and give them their highest attention. Greater understanding on the necessary transformations and how they might be handled is the particular result of this approach for both people and teams. As you can see from the sections on individual and team change, any person or team going through change will go through a number of phases. Some of the main issues from those are attempted to be addressed by the four-stage team alignment model above.

DISCUSSION

We start by going over a brief overview of mergers and acquisitions. For a sense of perspective on the various techniques used, it is helpful to follow the shifts in direction that merger and acquisition activity has undergone over the last century. According to Gaughan, there have been five waves of merger and acquisition activity since 1897, and the present wave in this constantly changing area is the fifth wave. But things have slowed down; reports indicate that worldwide merger and acquisition activity fell by 26% in 2002. Sorting different kinds of mergers and acquisitions is crucial to comprehending the various driving forces behind the action. According to Gaughan, there are three different kinds of mergers and acquisitions: conglomerate deals, which involve the merging or acquisition of a company that is neither a buyer nor a seller, vertical deals, which involve the merging or acquisition of a company with which the firm has a relationship as a supplier or customer, and horizontal deals, which involve the merging or acquisition of a competitor. The public sector in the UK is seeing a fresh surge of activity. Mergers between public organizations are becoming increasingly frequent in the UK's public sector, mostly for financial reasons but sometimes occasionally for synergistic purposes [7], [8].

Expanding

Growth is the main goal of most business mergers and acquisitions. One easy approach to expand is to acquire or merge with another firm, which spares you the uncertainty and suffering of internally produced growth. Nevertheless, it entails the dangers and difficulties of achieving the desired results of this action. Weighing the benefits of rapid revenue development against the drawbacks of requiring management to oversee an increasingly bigger business is necessary. Growth often entails gaining access to new markets, but it may also refer to gaining control over assets like buildings, names, and patents as well as personnel and technology.

Combination

In the area of mergers and acquisitions, the term "synergy" is well-known. When two organizations are said to have synergy, it means that they may be able to work together more successfully than they could have alone. This often manifests as increased income from a reinforced or newly developed product or service; cost savings in key operational procedures via economies of scale; financial synergies such as a decreased cost of capital; and more capable, transparent governance. But there could be further benefits. Certain acquisitions may be driven

by the conviction that the acquiring business can manage the personnel and assets of the acquired business more profitably and effectively over the long run because it has superior management capabilities. Acquisitions and mergers may also be used to enhance very particular sectors, like expanding the distribution network or increasing research capacity.

The act of diversification

Growing a company's business outside of its traditional sector is the goal of diversification. The third wave of the 1960s saw a great deal of popularity for this kind of merger or purchase. While General Electric has benefited greatly from its strategy of embracing both diversification and divestment, many other businesses that have pursued a similar path have found far less success. Diversification may arise from a company's desire to join a more lucrative industry or from the need to build a portfolio due to concerns about the earning potential of its existing markets. The latter is a challenging goal, and economic theory indicates that a diversification strategy aimed at breaking into more lucrative company sectors would ultimately fail. Marconi, which attempted to diversify by purchasing US telecom companies, is a prime example of things going wrong in recent times. Unfortunately, Marconi suffered greatly as a result of this policy just before the whole telecommunications industry fell [9], [10].

Integration for improved services or financial advantages

Achieving horizontal integration is a reason for merger and acquisition activity that is becoming more and more widespread. To improve its marketing power and win market share, a business may choose to buy or combine with a rival. Organizations in the public sector may combine only to save money or to improve collaboration while serving clients. A further draw is vertical integration.

Protective actions

Certain mergers are defensive in nature, occurring in reaction to other mergers that pose a danger to a company's competitive standing. The CEO is often under intense pressure to increase reported profitability and reinvest capital. It's possible that they're being told to close the sale faster than a rival, to the point where the CEO views success as closing the contract as opposed to the longer-term plan of realizing the desired advantages. This is risky because those who are merging or purchasing at this time may easily overestimate possible cost reductions or income improvements. To put it simply, they tend to overreact. Spratt and Feldmann caution against the allure of merger and acquisition activity. "Executives are prone to believing their own hype and promotion implementation is just a detail, and shareholder value is just around the corner but they are especially vulnerable to it in the world's largest corporations and institutions." This kind of thinking is just delusional.

Keep in continual communication.

Company executives sometimes overlook the fact that a merger or acquisition is more than just a business transaction or a strategic opportunity in the thrill of the transaction. It is also a human exchange between two parties. Top managers must do more than just provide the facts; they must use a variety of communication techniques to strengthen bonds, foster trust, inspire teamwork and innovation, and foster a sense of shared purpose for the future. According to Devine of Roffey Park, managers who have expertise with mergers and acquisitions often concur that there can never be too much communication during a merger. They support giving employees dedicated time to talk about corporate communications. Additionally, they urge managers to guard against those who could be tempted to put their heads in the sand by encouraging staff members to read emails and attend communication sessions. Supervisors

must be ready for official communications. Carey believes that preventing rumors requires continuous communication. He offers advice along these lines: "People become extremely sensitive to every announcement when a company is acquired." Supervisors must be in continual communication to prevent seizures that might result from an exaggerated response to poorly presented news.

Timeliness is a critical component of corporate communications, especially when introducing a new structure. People are curious about when and how they will be impacted by this merger or acquisition. Everyone's attention will be on the query according to Carey. They are not going to listen to talks about plans for the future or strategy. They want a solution to the fundamental query about their own destiny. In the public sector, this difficulty is much higher due to prolonged timetables. If this cannot be done, the management team should at least disclose a strategy for when it will be done. It is recommended by the National Audit Office that frequent communications make it apparent what decisions have been made and what is still up for debate.

Structure is usually a difficult problem for businesses that are buying or merging. Carey emphasizes the need of aligning the new organizational structure with the acquisition's rationale. For instance, the structure need to take into account the goal of completely merging two sales teams in order to save administrative expenses and boost sales capacity. Senior managers may find it attractive to designate joint managers in order to prevent disagreement. Teams often don't benefit from this, even if it could work for the managers. Integration becomes difficult because people want to maintain the status quo in terms of reporting lines. Work on the structure should begin as soon as possible. Carey suggests that managers start putting the new structure into place even before the acquisition closes. An integration team is what some businesses utilize to work on this kind of planning. With their advantageous position, these individuals should question the CEO. It is crucial that the marketing chances presented by merger or acquisition activities be seen as excellent means of introducing the objectives and core values of the newly formed business. There is a warning from Feldmann and Spratt not to "put turtles on fence posts." They stress the need of setting a positive example for others to follow and exhort upper management to promote only those who do so. "Don't compromise on selection by using a quota system," they advise. Additionally, resist the need to switch positions so that one person feels like they received the greatest offer. Later on, this will only cause disagreements and conflict. Even when officials are not yet in their permanent positions, it is important to clarify who is in charge of each step of public sector mergers in order to prevent a decision-making vacuum [11], [12].

Address the cultural problems

Cultural incompatibility concerns are often mentioned as implementation hurdles for mergers and acquisitions. The management styles of US and European companies vary greatly, making mergers and acquisitions challenging. For example, US businesses are recognized for their aggressive cost-cutting strategies, but European businesses could adopt a more patient approach. The degree of centralization and the reward system are two other areas of variation. In "Lessons for master acquirers," Jan Leschly, CEO of SmithKline Beecham, states that "the British and American philosophies are so far apart on those subjects they're almost impossible to reconcile."

Merrill Lynch CEO David Komansky completed more than eighteen acquisitions between 1996 and 2001. He states in the same HBR piece. Imposing a U.S.-centric culture on an international organization is just pointless. Within the parameters of our strategy and our guiding values, we see our company as a wide path. To be honest, we don't really care whether

they are on the left or right side of the road; we don't expect them to march along the white line. You must adjust to the customs of the area. The rationale behind the purchase or merger determines how much cultural integration is necessary. Integration is crucial and requires management time and attention if fundamental processes are to be merged for economies of scale. However, it's feasible that cultural integration won't be required until senior management if the corporation purchases a portfolio of varied enterprises.

Working together to solve business issues and produce outcomes that were unattainable prior to the merger or acquisition is the most effective method of integrating cultures. The writers of "Making the deal real" have condensed their GE acquisition experiences into four phases that are meant to address cultural barriers. Hi, please join the new acquisition management team early. With their assistance, create a 100-day plan. Continue the process and stay in communication. Be mindful of the message, timing, audience, and medium. This includes not just bulletins but also town hall meetings, films, memoranda, and management visits. Conduct a targeted, coached "cultural workout" training with the new acquisition management team to address cultural difficulties head-on. This is based on a study of cultural concerns and is centered on expenses, consumers, brands, and technology. Allow others to get access to a cultural exercise by cascading the integration process through. Therefore, if there is even a remote chance that cultural differences may prevent the merger or acquisition from succeeding, an analysis of the current cultures is usually helpful. Conducting this activity in a workshop setting with teams at all levels is a fantastic idea. When teams are just formed, at the beginning of the integration process, is the ideal moment to examine cultural concerns. It helps individuals connect and learn a little bit about one another's backgrounds and work cultures. A simple cultural model, like the one provided in *Riding the Waves of Culture: Understanding Cultural Diversity in Business* by Fons Trompenaars and Charles, may be used to examine cultural differences by representing the different scales. Individuals from every merger partner assess themselves on these instruments and publicly compare results. It is helpful to have the team foresee potential challenges they may face when they begin working together and to develop a plan of action to overcome them during the workshop. We have conducted these kinds of workshops on several occasions, and we really urge participants to attempt to collaborate in order to create the new culture. This may be difficult work, particularly if the merger or acquisition is seen as hostile, but it is vital if integration of any kind is to be achieved.

Retain clients

Customers are the ones that suffer the most since they don't give a damn about your internal issues and they won't pay you to resolve them either. It's incredibly simple to get so preoccupied with closing the transaction that clients become overlooked. It's crucial to make early arrangements about who will be in charge of customer interactions after a merger or acquisition, according to Carey. Devine comments, giving this more weight.

Mergers are often unpredictable and emotionally intense events. It is much too simple to lose focus and forget the primary purpose of your existence. Make sure that your team stays focused on job deliverables so that nobody forgets that the outside world still exists and is just as competitive and stressful as it ever was. Make sure everyone understands that your rivals will be watching for ways to take advantage of any vulnerabilities brought up by the merger. You may discover that cultural differences become less significant when confronted with an outside danger.

The notion that a team can overcome cultural differences by putting more of an emphasis on the client is contradicted by some of our experiences as consultants. Conversely, teams and individuals from the two original merging companies may use customer focus to emphasize

cultural issues: managers may place blame rather than offer support when accounts are lost; salespeople may quarrel over territory and customers; representatives from company A may apologize to clients for the "shortcomings" of those from company B rather than offering support.

Using the leaders' rules for change theory

What aspects of the theory covered in previous articles might individuals in charge of merger and acquisition activities utilize as guidance? We establish connections with concepts related to individual, team, and organizational transformation to assist leaders in focusing their efforts during this tumultuous phase. Additionally, the Roffey Park Institute's study on successful mergers and acquisitions is cited, and it provides organizational leaders with some helpful advice.

Taking care of the people

After receiving a satisfactory response to this question, each person may start tackling the significant obstacles that lie ahead. Anxiety will persist till then. Different individuals will experience anxiety to varying degrees based on factors such as personal history, style, and proximity to the planned changes. And there will be a backlash if people do not like how the future seems.

In a merger or acquisition scenario, the leader's first responsibility is to make sure the team understands that things will never be the same again. Second, he or she must make sure that everyone is aware of the changes that will occur, the things that won't, and the dates of these events. Thirdly, the leader must create an atmosphere that encourages individuals to try out novel approaches. According to Schein, worry about attempting new tasks and anxiety about the future should be balanced for healthy individual transformation to occur. There must be more worry in the first than in the second, but the first cannot be too severe or there would be anarchy or paralysis. The behavioral model serves as a helpful reminder that incentive plans are a crucial component of merger and acquisition negotiations and should be taken into consideration at a reasonable early stage. The foundation of the cognitive model is the idea that our thoughts influence our actions. Setting goals and providing an example for others are thus crucial.

Nonetheless, the psychodynamic method offers the most helpful framework for understanding how individuals change throughout the different phases of a merger or acquisition. To illustrate how individuals experience change and how successful management interventions are made during this process, we utilize the Kubler-Ross model from 1.

CONCLUSION

Investigating the rationale behind merger and acquisition (M&A) activity shows a diverse range of strategic goals that companies seek in their pursuit of expansion, innovation, and competitiveness. The many factors, from financial goals to strategic concerns that influence M&A choices have all been thoroughly covered by this research. The quest of economies of scale and greater profitability, among other financial incentives, continue to be the primary forces behind M&A. Companies deliberately use mergers and acquisitions (M&A) as a strategy to increase market share, broaden the range of products or services they provide, and take advantage of synergies that lead to increased operational efficiency. Beyond only financial concerns, M&A gives firms a strategic advantage by enabling them to promote innovation and technical growth. It turns into a tool for breaking into new markets, getting access to complementary skills, and managing risks in a dynamic, international corporate environment.

However, a delicate balancing act is required due to the intricacy of M&A activity. The obstacles and possible traps, such culture mismatch and integration issues, highlight how crucial it is to have thorough preparation, good communication, and stakeholder management throughout the M&A process. The research's practical consequences highlight the need of strategic foresight and due diligence in M&A decision-making. In order to successfully traverse the complexities of M&A, executives, investors, and industry experts must have a firm grasp of their organizational goals as well as a dedication to managing expectations, coordinating cultures, and successfully implementing integration plans.

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CHAPTER 9

GUIDELINES FOR ACHIEVING SUCCESSFUL CULTURAL CHANGE

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ABSTRACT:

An in-depth exploration of guidelines essential for organizations seeking to navigate and achieve successful cultural change. Recognizing that cultural transformation is a complex and nuanced process, the study synthesizes insights from scholarly literature and practical examples to distill key principles that contribute to effective cultural change initiatives. The research identifies and examines critical guidelines, including the importance of leadership commitment, clear communication strategies, stakeholder engagement, and fostering a culture of continuous learning. It delves into the role of leadership in shaping and championing cultural change, emphasizing the need for visible and sustained commitment from organizational leaders. Moreover, the abstract explores communication strategies as pivotal tools for navigating cultural change, emphasizing the significance of transparent, inclusive, and consistent messaging. It also investigates the role of stakeholder engagement, recognizing the value of involving employees at all levels and aligning their perspectives with the desired cultural shifts. The study further highlights the importance of fostering a culture of continuous learning and adaptability, acknowledging that successful cultural change requires an organizational mindset that embraces innovation, agility, and a willingness to evolve. By distilling these guidelines, this research contributes to a deeper understanding of the factors that influence successful cultural change initiatives. The abstract concludes by offering practical implications for organizational leaders, change agents, and practitioners, providing actionable insights to guide organizations on their journey towards transformative and enduring cultural change.

KEYWORDS:

Employee Involvement, Leadership, Measurement, Reinforcement, Strategic Vision, Stakeholder Engagement.

INTRODUCTION

Conclusions and commencements are significant aspects of mergers and acquisitions, and teamwork is the most effective way to handle them. William Bridges' theories provide a helpful framework for management actions during termination, the transitional period, and the fresh beginnings that follow a merger or acquisition [1], [2].

Handling closures

The revolve on bidding adieu to the previous order of things. This might include particular methods of operation, a well-known structure, teammates, a high degree of autonomy, or certain cherished customs. Similar to the results of a restructuring exercise, there may be a significant number of losses for individuals in the present period of cost-cutting and belt-tightening. Here are some tips for supervisors on how to handle the closing stage. Recognize that the previous business or methods of operation are coming to an end. If there are layoffs, give individuals time to mourn the loss of loved ones. Send out emails with updates on their development. Take action to indicate the conclusion. Have a team drink, for instance, especially

to commemorate the final day of business for the former firm. Regard the past with dignity. To make the new firm seem more appealing, it is tempting to disparage the previous management group or the previous methods of operation. It won't function like this. That will just fuel animosity.

Handling the changeover from the old to the new

If poorly managed, the integration phase of a merger or acquisition may become chaotic. Good individuals departing and stress levels hitting record highs might result from the "barnyard behavior" already discussed in conjunction with extreme fear about the future. If disputes are not resolved quickly enough, they may cause severe and long-lasting divisions between the two firms. The dynamics of a recently combined management team or sales team may be better understood by using Tuckman's model of team development. Additionally, we have included some management tips for these periods. For this stage, timing is equally crucial. The integration stage shouldn't be confined to an impractical two weeks or seen as an unrestricted process that goes on for years without any help. Because management denies that integration problems even exist, this phase must be crammed into a two-week timeframe. On the other hand, the conviction that time will resolve all problems and that they cannot be rushed is the source of the urge to let things unfold naturally. As a result, they are set to continue and sometimes worsen and become more ingrained [3], [4].

Comparison of change curves

When managers join a merger or acquisition, they face several obstacles. While trying to reassure people of their position, managers may be unsure about their own. They could even be thinking about their alternatives outside the company and advising others to hold off and see how things work out. The excessive demands of team members for confidence, clarity, and management time provide further challenges. Supervisors see that they are constantly restating content and becoming irritated with their team's unwillingness to "move on." Looking at the Kubler-Ross curves in the graphic will show you that this issue arises from managers and their staff' emotional responses not being in "sync." The team is experiencing shock, denial, anger, and blame while the manager is embracing the situation and experimenting with new ideas. This disparity is rather glaring!

Making tough judgments on appointments and terminations

Restructuring processes after mergers and acquisitions often require managers to make tough decisions about hiring and firing employees. These choices must be made quickly, fairly, transparently, and with consideration for the dignity of all those involved. One firm that we are aware of chose to have a formal town hall meeting where all employees were invited to see the newly combined company's structure chart. Individuals who were absent from the chart were required to draw their own conclusions. You can only imagine the distrust and animosity that this ridiculous and dehumanizing procedure inspired.

Devine suggests

Fairness in new appointees must be shown. Make an effort to guarantee that the selection criteria are straightforward, generally accepted, and objective. Respect corporate policies and procedures. Avoid taking shortcuts because they will probably come back to haunt you.

Overseeing the company

It's critical to choose and approve a change management procedure that addresses the unique challenges presented by the particular merger or acquisition. If achieving cost-cutting

objectives is the primary problem, project management techniques may be used, and improvements can be implemented quickly. This might include establishing a task group to provide proposals and deciding on a straight-forward procedure to meet the cost-cutting objectives. Nonetheless, the concepts of both Bridges and Senge are pertinent if the main obstacles are integration or cultural difficulties. For some teams participating in important processes, handling ends, transitions, and starts requires careful consideration. Some teams could escape unscathed. The Kotter model was used to demonstrate the progression from the moment the transaction was announced until it was fully integrated. This model is helpful because it addresses the broadest range of potential issues by combining a variety of distinct assumptions about change [5], [6].

Create a feeling of immediacy

This is a difficult management balancing act. Without disclosing the terms of the agreement, they must begin to discuss the problems that gave rise to the merger or acquisition. Managers should draw attention to the fact that the firm is operating in a shrinking market, for example, without necessarily announcing plans to acquire or combine with another company. People who see a bargain as illogical will be suspicious and hostile. "

Create a strong guiding alliance

The managers of the two businesses must collaborate as soon as possible. They must spend time together and gradually gain each other's confidence. The management will collaborate quickly when the agreement is revealed.

Construct a fresh vision

It is up to the new senior management team to develop a high-level vision for the new organization.

The integration effort will be guided by this vision, and specific methods for accomplishing this will be developed. Rather than being a general procedure, the integration effort has to be focused on certain areas, and implementation timelines must be made explicit. It is essential that the new structure be implemented as soon as possible, one level at a time, with careful attention to customer management. Therefore, the new structure for sales and customer service is likewise a top focus. It's also important to talk about and choose new principles and methods of operation.

Share the vision

Kotter stresses the need of communicating at least ten times as much as you anticipate needing to. Furthermore, every study on mergers and acquisitions shows that there is never too much communication.

Supervisors must be innovative in their communication tactics and persistent in their efforts to foster ties between the two organizations at every level. It will be necessary to convey the vision, the corresponding methods, and the new behaviors via a range of channels, including official communications, role modeling, and hiring and promotion choices. The first group to model new behaviors should be the steering coalition.

Encourage people to carry out the plan

The management group must now concentrate on eliminating impediments to change, such as dysfunctional structures, cultural problems, or disconnected systems. People are encouraged to try out new connections and methods of operation at this point.

Make plans and produce immediate successes

It is recommended that managers seek out and publicize immediate, observable enhancements, including collaborative innovation initiatives or the daily accomplishments of collaborative teams. Anything that shows the merger or acquisition is moving closer to its original goals need to be reported. Publicly recognizing employees for improvements due to mergers is crucial.

Combine advancements and bring forth more change

It should be a priority for top managers to recognize and encourage individuals who can support and advance the new vision. It's critical to now reenergize the change process with fresh collaborations, resources, and change agents.

Institutionalize novel strategies

Making ensuring that individuals understand how the merger or acquisition contributes to success is crucial. They need to realize that this endeavor has been valuable even if they have had to put in a lot of effort to make it happen.

The value of trust in merger negotiations

We were quite nervous when ITSS purchased us. After depriving us of all expenses, our former owners searched for a buyer. We sensed a little amount of exploitation. Thus, we had no desire to begin establishing trust. ITSS continued to refer to this agreement as a merger, but we were utterly skeptical about that. After all, they had purchased us. In order to get access to main customers and expand the business, a supplier in one instance bought its customer via vertical integration. We anticipated that they would begin to remove our positions and relocate the business to their own headquarters, which would be around four hours away by car. One morning, as some consultants were conducting an integration training for the new management team, the entire thing erupted. ITSS were becoming weary of our animosity. Their persistent inquiries about accounts payable, project expenses, and financial matters were starting to irritate us. Someone in our organization had the guts to express his feelings. The MD of ITSS, who is really a fairly good person, took a seat among us and spoke for ten minutes or so in a cool and collected manner. "Look guys, I will stop at nothing to see this company through to success," he said. Anything at all. However, I must know what I'm up against here. I am unable to assume that obligation until I am fully informed. I really hope that we can pull this off. But I need your assistance. After that, we had a little more faith in him. Then, things continued to get better. That was four years in the past. Since then, things have gotten better every year. What mattered most to all of them was that he fulfilled his commitment.

The companies that evoke a strong sense of emotional connection in their consumers are the strongest. Customers and prospects may feel secure, proud, excited, comfortable, confident, caring, or trusting when they engage with your business. These exchanges arouse emotions and strengthen brand loyalty. It's critical to consider how the company's brand affects its workforce. Workers often handle a significant portion of client relationships, and the brand may influence how they behave. Essentially, the brand serves as a guarantee to clients about the kind of service they may anticipate from the business. The company may have a completely integrated customer relationship management strategy to the degree that workers are aware of the expectations set by the brand and are inspired and taught to meet those goals.

DISCUSSION

The goal of changing culture alone is worthless. Companies should only take on culture reform initiatives when their existing cultures are insufficiently impeding the accomplishment of their

strategic goals. To ascertain which organizational capabilities or core competencies need development, start with the company strategy. Make sure there is a genuine need for change and a clear vision. Instead of forcing people to do anything, a compelling vision must persuade them. They must be made aware of the reforms' overwhelming rationale. It is great if more people are attracted to the vision. One effective method of bringing about change in an organizational structure is to introduce a foreign element. Both internal and external sources may be the cause of this. Whatever it is, it must be powerful enough to ignite the process of cultural transformation. Plans and procedures must also be in place in order to maintain the momentum.

You must put yourself in the stakeholders' shoes if you want culture to change. Engage those that need change as much as you can in addressing their concerns. Any change implemented in an inconsiderate or crude manner will backfire on management. The success of the organization in the future depends on getting the personnel to adopt the new procedure, regardless of the motivation for the change. In what ways would stakeholders profit from the proposed changes? Will there really be a positive effect felt by suppliers, employees, partners, and customers? How are you going to manage it if there are going to be losers? The manner in which things are done inside an organization is its culture. Therefore, you must manage the cultural shift in accordance with your organization's fundamental principles, if any, which it undoubtedly does, whether openly or tacitly. You may as well quit up right away if you act one way while saying another. A declared value of "integrity," for example, becomes fairly meaningless if top management break their word or neglect to provide an explanation for any changes made to the original plan [7], [8].

Enhance the previous and enter the new

You will need to approach problems from different angles and use different methods if you want to change the organization's current approach. Like any individual, every contemporary culture will have both great and bad aspects. It is essential that you preserve and enhance your existing strengths while taking care not to discard them too soon. Additionally, you must begin immediately modeling various facets of the new culture. For example, if you want to foster a culture of coaching, begin coaching; if you want people to feel empowered, begin empowering! You now have the chance to go outside of your bubble as well. It has never been possible to transform a culture by merely outlining expectations and creating plans; instead, you must be innovative, approach problems from new angles, and absorb knowledge from those who are not part of the system.

Provide enabling conditions

Encouraging mechanisms that support the goals and favored behaviors of the new culture, including as incentive systems, planning and performance management systems, must be created. This entails, for instance, making certain that teams have specific goals that closely correspond with corporate goals. Supervisors must set an example for others. In addition to leading by example in the new ideals, they will have to help people and groups get through a difficult time. This may be accomplished by using some of the tactics listed in sections 1 and 2, such as assisting teams during the formation and storming phases and assisting people in acclimating to the new methods of operation.

Establish a network of adaptable and dedicated leaders

People expect leaders who will reflect on what is occurring "on the ground" and modify their plans appropriately. On the one hand, they seek clear, confident, and focused leadership during times of transition. It need both a clear end goal and the capacity to handle and deal with new

problems to effectively lead cultural transformation. During a time of cultural transition, all six of Goleman's leadership philosophies may be necessary. It would be incorrect, however, to think that one person could do this on their own [9], [10].

Demand that the modifications be owned by everyone

One typical mistake is to assign ownership of cultural change to the HR department, while the CEO and senior management team are responsible for changes to business strategy. A change effort that is broken down in this way functionally is certain to fail. As a result, senior managers often stop caring about cultural concerns and stop fulfilling their role modeling obligations. Cynicism among employees rises, and this may be a highly potent tool for opposing change. Due to this division of labor, HR professionals are also burdened with projects and programs that, to local line executives, seem superfluous and need them to "push" and "sell." This may be a very depressing result, particularly because the original concepts are often very good.

A First Case Study: Aligning the Company

Our analysis and suggestions for an organization undergoing significant strategic and cultural transformation are presented in this case study. While some of these recommendations were implemented and others were abandoned, we believed that they should be included here since the analysis and recommendation process is thought-provoking in and of itself. It's not always sufficient for workers to desire and feel the need to change. People in this case study requested a distinct feeling of direction. Action is often sparked by a clear vision, particularly if it translates effectively into defined duties. The more individuals are engaged in assessing the present status of the organization, creating a vision for where it should be going, and coming up with ideas to close the gap, the more likely it is that the organization will gather enough momentum for change. Due to the large number of participants in this case study, there was a surge of enthusiasm and vigor in bringing about change. The likelihood of aligning people, procedures, systems, and organizations toward this goal increases with focal clarity. Initiatives for transformation and business as usual must be integrated. If the 101 projects are not coordinated and supportive of each other, it is of little benefit.

The intended behaviors must be supported by procedures and standards. For example, if an organization's culture discourages employees from doing well, it is impossible to aim for providing high-quality services. If the customer care representative is really kind but lacks the authority to make choices for the consumer, it is not very useful. Through the transition process, managers and employees need to get the required mentoring and training. People must change their behavior for the organization to become more targeted, effective, and efficient. The public won't be impressed with quicker trash collection if there is a trail of garbage left behind after each pickup. These changes must be properly stated, and they must be accompanied by the required induction and skill development. Organizations don't change on their own, at least not as quickly as is often needed in our environment of ever rising expectations. Leadership creates the momentum first, followed by followership. All organizational leaders must have a clear sense of purpose, be able to use pertinent leadership techniques and expertise, and believe that they are leading from the center, with the company and its stakeholders around them. In times of upheaval, top team alignment is also essential.

Description of a case study

A sizable municipal government was not operating as effectively or efficiently as it would have liked. It was failing to adequately address the concerns of its diverse groups of interest or of its residents. To determine what was assisting the city council in achieving its goals and what was standing in the way, we performed an organizational study of the council. Director and strategic

manager interviews as well as focus groups with middle managers and front-line employees comprised the study. Interviews were conducted with prominent politicians from all political stripes. Several important parties were also engaged, including partnerships, citizens' panels, and trade unions. In order to lessen pressure from the inside and outside, the council needs to greatly increase its overall efficacy in six interconnected areas, as noted in our analysis. Everyone we encountered had remarkable skill, dedication, and effort. Everyone was excited about the city and what the council may do to further the life and growth of the city, from the lowest-level employees to the highest ranking lawmakers and officials. It was evident that the city was receiving a wide range of excellent services. At the same time, however, there was a strong sense of unrealized promise at every level. The lack of a clear focus was causing the council's energies to be wasted [11], [12].

Increasing the emphasis on customers and citizens throughout time

There was inconsistent drive to provide the greatest service to partners, coworkers, and clients, both internal and external. As a result, the organization's progress was unequal in many areas. The council was being forced to simplify processes and methods for providing services as a result of the many self-inspection and external inspection procedures. However, there were several examples reported where systems, regulations, and procedures worked together to obstruct the attainment of this goal and where "customer care" was just not part of the attitude.

Special consideration has to be given to the interaction between the center and front-line services, especially in terms of how effectively to commission the providers. For instance, service level agreements were not completely used, and additional measures had to be put in place to guarantee that there was a written and psychological commitment to achieving great service delivery to the end user and across directorates. The fundamental principles of the council had been embraced by everybody, but maybe this was because they were reasonable and included nothing that anybody could disagree with. To fully reach their potential, they might be reviewed, made more explicit and demanding, and oriented toward action. There were too many values, and none of them were clearly connected to desired results or any kind of performance management system, nor were they effectively translated into methods of functioning. They had previously been introduced with much fanfare, but no money had been allocated to their ongoing adoption and distribution.

Each member of the council had a different set of goals to strive towards, including interagency collaboration, development projects, corporate policy priorities, and service delivery targets. The council as a whole required more clarity about the goals it was pursuing and how all members could cooperate. Every manager and service head experienced the strain of conflicting expectations, thus they all required a reliable method for juggling these demands while establishing individual and group goals. The degree of ownership of the corporate policy goals varied greatly, in part because it was unclear what the policies truly meant and because there was doubt about the political and business management leadership's commitment to implementing them. Rather of leading to dedication, they caused uncertainty and a rise in skepticism as they were difficult to convert into a better city vision that workers could support.

There was few indication that individuals were acknowledged or rewarded for advancing the company agenda, and the absence of continuous funding support for these corporate endeavors further suggested a reluctance to back up claims made by the company. There were calls for more assertive, courageous, and coherent leadership at all levels, but especially in the middle and front lines. Senior officials and political leaders were seen as having an especially difficult time handling the contradictory demands of the council. To reduce uncertainty and concentrate people's thoughts and resources, the council needed to clearly define its goals and the means

by which they were to be attained. More assertive, brave, and dependable leadership is required, including. A clear commitment to and accountability for pursuing the priorities; a set of values embodied by the leadership and utilized as a point of reference for decision-making; a minimal amount of cross-party destructive tensions. Consistent and congruent priorities; procedures for managing conflicts of priority and pressure that inevitably arise within complex organizations.

The most critical area for corporate leadership intervention was front-line service-center dispute resolution. It was also necessary to improve the organization-wide change management process and to harmonize corporate policy with the service/functional agenda. There wasn't enough good change management. This was seen to be especially important in light of the council's significant modernization goal. In order to decrease the sense of initiative overload—a state in which change is tolerated rather than welcomed—and to encourage employees to feel involved in co-creating their futures, management had to start communicating these changes. The fact that distinct management teams' and groups' functions weren't always obvious was another thing to note. At least in part, the senior management group and the service heads needed to start playing a more strategic role. Making the shift to an enabling and more consistent performance culture.

Although it was widely acknowledged that the council was becoming more adept at managing performance, many people wanted to see more consistency and overall progress. This meant that everyone had to set reasonable goals for themselves in all areas of their job and regularly assess their progress against these goals, making sure that any adjustments to the plan were deliberated and included. The company was already heading toward a competency-based structure and performance management. A development method that was connected to individual, team, and service plans was being tested in certain regions. People were effectively assisted in identifying important results and team and individual contributions, and this strategy encouraged a deeper sense of ownership over the service and the council's mission. The firm needed to start addressing a number of cultural challenges that were impeding growth before it could fully adopt performance management. the overwhelming sense of organizational complexity, the lack of clarity regarding the actual goals of the city council, the "political" nature of many interactions and relationships, the tendency toward a blame culture where acknowledging, valuing, and recognizing the contributions of others was minimized, the "closedness" of the culture, and the lack of emphasis on developing people.

More productive methods of operation

There were several methods to enhance council operations, ranging from reducing the length and increasing the productivity of meetings to being proficient in matrix management and establishing efficient information management systems. A clear method of operating a matrix structure was required to handle the specialized, cross-cutting, and geographical aspects of service delivery due to the complexity of the council's role and demands from all sources at all levels. There was a genuine need to expedite the business planning process, guarantee that a performance management system was implemented uniformly across the company, and lessen dispute at the various organizational borders. Increasing the council's ability to operate in partnerships with the community.

Every employee's function now demands more collaboration and community involvement. This required a lot of labor and abilities, but it also allowed for more learning and—interestingly—was preferred by some over internal working. When asked, the majority of managers could name instances of successful partnership work that had been established during the preceding several years. This was only one of many things the organization could legitimately be proud of. It was difficult for folks to get the courage to tell all the relevant

parties and to cheer and celebrate accomplishment. The abilities in this new domain of successful collaboration were genuine gold nuggets. These skills were to be applied not just too future partnership projects but also to areas where the council's various departments might collaborate more successfully.

CONCLUSION

The investigation of best practices for accomplishing effective cultural change emphasizes how crucial it is to use deliberate and calculated methods to successfully negotiate the challenges of organizational transformation. The present research has furnished a thorough synopsis of fundamental ideas that are important for establishments seeking to foster sustainable cultural transformation. The research highlights the importance of leadership commitment and emphasizes the necessity for organizational leaders to demonstrate genuine, enduring, and visible dedication. The recommendations acknowledge leadership as a driving force behind cultural change and emphasize the importance of leaders in influencing, exemplifying, and supporting the intended cultural changes. Effective communication techniques are essential to the success of cultural change programs because they emphasize the need of clear, inclusive, and consistent communications. Good communication creates a common story that leads people through the transformational process and encourages comprehension, alignment, and involvement. One important recommendation is to include stakeholders, especially workers at all levels. The research emphasizes how important it is to bring different viewpoints into alignment inside the company so that the cultural shift is inclusive, participative, and representative of the workforce as a whole.

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CHAPTER 10

STRATEGIC TRANSFORMATION: A CASE STUDY ON CULTURAL CHANGE AND IT INTEGRATION

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ABSTRACT:

The transformative journey of a financial services organization that embarked on a strategic review, leading to a comprehensive reinvigoration of its brand. The narrative focuses on the interplay between cultural change and information technology (IT) integration, shedding light on the challenges, choices, and successes encountered throughout the process. The organization's senior management team initiated a robust start, emphasizing the necessity of creating a sense of urgency and momentum for major cultural change. The case study emphasizes the commitment to face-to-face interactions as pivotal in cultivating a culture shift, emphasizing that cultural change transcends emails and memos. The strategic review identified the external marketing of products and services, along with the representation of the brand by customer-facing staff, as key focal points for rebranding. Through segmentation of the customer market, the organization identified target audiences, aligning their cultural change strategy with the specific needs of each quadrant. To operationalize the cultural change, the organization developed a set of core values translated into behavioral imperatives. The case study emphasizes the significance of aligning these values with organizational strategy, minimizing organizational politics, and fostering an open and empowering culture. As part of the transformation, the organization underwent IT-based process changes, recognizing the critical role of technology in achieving business goals. The case study discusses the challenges associated with IT-based change, including the need for clear strategic alignment and the role of IT change managers in bridging the gap between expectation and reality.

KEYWORDS:

Cultural Transformation, Integration, IT, Leadership, Strategic Planning, Transformation.

INTRODUCTION

This case study details the efforts made by one company to revitalize its brand. It is fascinating to learn about the method used and the decisions made along the road. When a significant cultural shift is needed, it's critical to generate a feeling of urgency and momentum. The senior management team in this case study got off to a great start and worked hard to maintain it. This meant that a large number of individuals needed to be motivated and engaged, and that number needed to keep increasing. Memos or emails cannot foster a commitment to cultural change. It must be completed in person and in real time. It takes action rather than words to bring about cultural change, therefore employees need to see their supervisors taking these changes in addition to hearing about them. This case study included a lot of direct, face-to-face communication. Taking the lead requires a lot of effort! It entails designing and putting into practice supporting procedures and policies in addition to planning, thinking, and role-modeling. Opportunities arise from fresh teams. According to Bridges, there were a ton of amazing creative opportunities throughout the neutral zone. In a similar vein, we have seen that newly formed senior management teams, like the one in this case study, have a greater chance of succeeding in altering an organization's culture as they are evolving. Being a person's supporter is not weak! Dealing with individuals one-on-one and tackling the genuine problems is worth the effort. It guarantees comprehension and fosters trust. However, it requires bravery,

particularly when bringing about change entails breaking unpleasant and uncomfortable news. Some people may not perceive change as a sign of optimism for a better and brighter future, even when it seems to [1], [2].

The case study focuses on a financial services company that concluded it wanted to revitalize its brand after conducting a strategic assessment. Our goal in the previous case study was to bring the organizational service into internal alignment. This case study adopts an alternative viewpoint. The external marketing of the offered goods and services, as well as the manner that employees who interacted with customers portrayed the brand, was the main emphasis of this rebranding initiative. Wasmer and Bruner's study, which maps the relationship flows between the consumer, the business, and the customer service provider, provides the greatest illustration of this. They identified the following as the main components of their brand: Products on Offer; Speed of Service; and 3. Quality of Service. Following the strategic analysis, the company determined that its customer-facing workers' interactions with current and future clients were the secret to their competitive edge. They were talking about how the brand was being represented as well as the standard forms of customer service behavior including greeting, politeness, and addressing complaints. The company communicates with the consumer about more than simply its products and marketing. It obtains information from customer service providers as well.

The company divided its prospective client base into four quadrants according to their interest in financial services and their degree of self-awareness about their financial demands and available options in order to better target its audience. In general, one market segment was well-informed and sophisticated. Although they knew very little about money, those in the opposite quadrant were quite interested in it. Although there was a respectable amount of information in the third quadrant, there was little enthusiasm in it. There was little attention and expertise in the last quadrant [3], [4].

Potential clients who either lacked enthusiasm in investing in their financial future but needed assistance navigating the financial labyrinth or who did not have the necessary skills but wanted someone to do it properly for them were the ones who showed the greatest promise. These were the clients who said, "Do it for me" and "Show it to me." While most persons in the High-good quadrant had high net worths, those in that group also desired good service quality and were more likely to move their investments and savings across financial institutions on a regular basis. While the Low-Low quadrant also needed a high degree of assistance, it did not always have the resources to sustain such an investment from the company. Determining what kind of actions were required to satisfy client wants came next, after the establishment of the main focus for company growth potential. This included describing the attitudes and behaviors that employees who dealt with customers had to have. The capacity to spark interest, build confidence, communicate clearly, and anticipate client demands were all important components.

A new set of business values was created as part of the organization's reorientation to this specific goal. These ideals were embodied in actions rather than just being a collection of catchphrases. These declarations outlined the company's desired mode of operation and were used in the hiring process as well. The principles were intended to integrate individuals inside the business with the firm strategy and the desired behaviors, rather than just being "nice-to-haves" or "motherhood and apple pie." For instance, the value of "treat people well" was interpreted to include treating all clients and one another with respect and giving them the impression that they are your first concern. The importance of "saying it as it is" was applied to having direct conversations with coworkers and consumers. These actions may be confirmed by observation or by hearing from satisfied clients. They might be learned as well. Of course,

additional enabling actions drawn from best practices and suitable models of individual, team, and organizational change were needed to encourage front-line employees to behave in accordance with business strategy [5], [6].

Beginning

A thorough strategy analysis and the creation of a program plan with targeted initiatives covering topics like systems development, business lead generation, brand development, and customer experience definition marked the beginning of the whole transformation. The top management team initiated this with feedback from pertinent parties. But at first, it was a "top-down" approach that heavily referenced the metaphor of the machine. An overall vision and a feeling of urgency were built using Kotter's vocabulary. The senior management team, the next tier of managers, was recruited to contribute to the leading compilation. With sponsorship from and a direct reporting line into the senior management team, a change management team was established with the responsibility of overseeing the transition from both a task and people viewpoint. But the reforms quickly gained momentum of their own.

Acquiring dedication

It became clear that not everyone was unhappy with the way things were. Some of the most unrealistic features of the suggested modifications were highlighted, and people were not quite sure which improvements were desirable. By now, a critical mass of 85 "strategy leaders" had joined the guiding coalition, thanks to the senior management team's extension of its membership. Their responsibility was to reaffirm the need of change and to create a clear vision that could be converted into measurable goals and actions throughout the whole company.

Over the course of many months, the translation process evolved into an iterative one including all staff members. There were discussions that outlined the goals of the management while also included front-line staff members on the details. Through this process, certain issues with the initial thinking were brought to light and corrected, giving staff members a clearer understanding of what was expected of them [7], [8].

Shattering the mold

The senior management team, with the assistance of a dedicated change management team, skillfully used program management to handle the shift from the old to the new. Staff members were among the important stakeholders whose feedback loops were an integral component of the process.

A standard for the company culture was established by creating a set of values that were converted into behavioral imperatives and holding values workshops for every employee. The ideals promoted "straight talk," which reduced the importance of organizational politics. The senior management team and the change management team set an exceptional example in this regard by being forthright and honest when sharing both positive and negative news. The creation of an empowering and enabling culture, as well as the openness to ideas from all sources, were essential components of the new way of working. Through the co-optation of diagonal slices of staff onto change initiative working groups and the scheduling of evaluations during the transition phase, creativity, risk-taking, and learning were promoted.

Performance and self-worth might decline during times of transition. This is kind of inevitable a typical, natural response to changes that impact people. Here, key interventions were demonstrating that one was listening to staff concerns and providing several instances of staff problems being resolved in a manner that pleased them while maintaining the overall corporate direction. The people and groups most impacted by the reforms also benefited from the extra

help provided by independent third-party advisors. More senior managers were given broad access to line managers' knowledge and expertise, and they were well informed of the adjustments to impart. A stronger focus was placed on teaching through the line, which allowed managers to address performance problems resulting from the shift in a timely manner.

DISCUSSION

The new approach caused the company to reorganize, which had many ripple effects on other teams. At the start of the strategy review process, the senior team was a freshly formed team, and midway through, they hired a new sales director. Taking care of their team growth process constituted a significant portion of the time its members spent together. While the strategy review and execution activities were the main emphasis of the development process, team members periodically paused to assess their performance and interpersonal dynamics as a unit. For the top management team, creating the values was both a practical and symbolic effort. After coming up with the ideals, they put them into practice for themselves. They made this available to the rest of the corporation as a set of guidelines, but they also wanted all departments to learn what the values meant to them individually as members of a team. This was seen as an essential step in the process, along with the top management team serving as role models for the values. The organizational reorganization resulted in varying degrees of impact on different teams and organizations within the company. For instance, a division of labor and several reporting lines for employees inside the branch network resulted from the heightened emphasis on savings, investments, and mortgages. Furthermore, the establishment of stronger connections and improved channels of communication between the national advisor sales force and the centralized contact center was necessary. These two instances both required the dissolution of preexisting groups and the creation of new teams and the ensuing interactions [9], [10].

Assisting People

The strategy for transformation included a significant amount of human procedures. This includes using a communication approach consistent with the new ideals of candor, openness, and directness. Procedures were established to guarantee that those who were relocated understood their circumstances and the rules governing the course of events. The new incentive system was in line with the new strategy and principles, and new roles were selected via an equitable procedure. For individuals quitting the company, outplacement services were offered, and private counseling was available for anyone in need of talking through their circumstances. More senior managers who had to take on additional responsibilities and required to adapt to the changes inside themselves were given coaching and mentorship.

Third Case Study: Establishing an Employer Brand

Commence with the business plan. Only when an employer brand is shown within the framework of a comprehensive business plan does it acquire significance. Drive change from inside the company to improve performance. The case study carefully avoided the pitfall of HR taking full responsibility for the cultural shift. This improved the new brand's acceptance. Remain adaptable and avoid over-planning the process of transformation. As companies go through a transition process, things alter. This case study demonstrates how to plan step-by-step such that subsequent plans take feedback into account. Be imaginative and try different approaches. The only way to alter a culture is to do things differently. In this instance, the company used the marketing concept to include staff members in the intended improvements, resulting in the implementation of some completely novel procedures. Rather of attacking ingrained behaviors or attempting to dismantle the present cultural structure, build on its

strengths. People were pleased by the employer brand since it was developed via discussions with a diverse range of workers, and the brand principles had a certain "rightness".

Description of a case study

The third case study demonstrates the difficulties and advantages associated with developing an employer brand. This case study's organization is a vibrant, highly successful worldwide spirits and wine company that has expanded consistently over the last ten years via mergers and acquisitions. The consistent global trend of industry consolidation prompted this corporation to contemplate its potential future as an acquirer or an acquired one. After some thought, the urge to fortify many facets of the company surfaced, culminating in three interconnected objectives to be prepared to seize opportunities when they present themselves, whether they come from new ventures, industry consolidation, or acquisitions; to achieve quality growth by driving volume and share growth on certain key brands that are already in place; to foster innovation and introduce new products; to integrate recently acquired brands and businesses; and to make all of the aforementioned possible by putting in place straightforward, adaptable systems and processes like those provided by SAP. The organization decided to launch an employer brand to challenge all business units to get full commitment from all employees in order to encourage full engagement and involvement in the new strategy. This way, each individual could become a part of a cohesive winning team, connecting with customers and driving the business to new heights of growth. Everyone needed to be part of the activity, devoted to the objective, and certain of their contribution to its accomplishment, according to the leadership team. It was expected of each person to participate actively both on their own and as a member of the team. The following statement from the Built to Last study by Collins and Porras, "Companies with strong positive core vision and core values have outperformed the general stock market by a factor of 12 since 1925," was one of the important pieces of information that shaped this employer brand approach [11], [12].

The trademark of the employer

The prevailing culture gave rise to the employer brand. Through gathering current workers' ambitions and eliciting current perspectives of the corporate spirit, it was worked on by both internal and external persons. The brand was defined using the idea of the brand wheel. Bates North America came up with the concept of the brand wheel, which is intended to identify the emotional and functional components of a brand. Bates North America is renowned for revitalizing brands, which is rather astounding. The essence, values, and personality—three ideas that go into building a brand—are the foundation of the brand wheel. The core or soul of a brand is its essence. The way a brand makes a person feel and what it says about them when they identify with it are the brand values. To access the emotional content of the brand itself, one might speak about it as if it were a person by using the term brand personality. To get from this definition of six fundamental principles to a position of full engagement with the new strategy, the organization developed a three-stage approach. Adoption, advocacy, and awareness were the three phases; only the first was meticulously planned. A general plan was provided to the second and third phases, but they had to wait for the first stage's outcomes to make any sense of planning.

Quadrants for financial services

There were three primary actions during the awareness stage. All managers received a video that presented the principles in a fun and engaging manner. Within a six-month period, senior managers were invited to promote the principles at any business meetings they were already conducting. The performance evaluation procedure was included with the six values. They developed became crucial performance indicators for every person.

As of this writing, the Adoption stage is underway. Prior to this, a questionnaire was used to gauge how well the awareness stage had gone. Since adoption in this sense refers to implementation, this phase of the process is very hands-on and practical. Interestingly, the person in charge of maintaining and advancing the employer brand after the conclusion of the awareness phase is a brand director who comes from a marketing experience rather than an HR one. As of right now, planned initiatives include a weekly that shares success stories and the development of a website on the corporate intranet that facilitates discussion, provides team building activities, and provides materials that provoke thinking to assist individuals in understanding the company's core principles. Gifts and merchandise with the employer's name, such as caps, t-shirts, and mugs, will also be offered to individuals who want to host themed events or advocate the brand locally. Although a number of managers have been chosen to serve as brand ambassadors, it is believed that this process is emergent and does not need strict supervision. The Bechard change formula was another tool the planning team utilized to direct their work. This required articulating the need for change, coming up with some first measures, and having a clear vision.

Process modification driven by IT

IT now plays a big role in everyone's professional life. US economic analyses indicate that, compared to 5% in the 1960s, businesses now spend an average of 30% of their capital expenditures on information technology. It is thought to be an essential resource. However, businesses are still not achieving the business value they aim for when they implement IT-based transformation, even with the complexity of the available IT equipment and the variety of IT tools and methodologies that have been developed and, in many instances, aggressively marketed. Although IT has great potential, it seems that our actual experience with it is less than ideal. It seems that technology's potential to do amazing things has outpaced our ability to apply it in our companies. The Wharton Management School's 1996 data collection further supports this discrepancy between expectations and reality. According to the study, although 72% of business leaders surveyed believe that using high-tech tools like IT is essential for their organization to remain competitive, just 17% of respondents believe that these technologies are yielding the desired results. This examines the unique challenges of implementing IT-based change successfully and provides guidance on how to get over specific roadblocks related to this kind of undertaking. The subjects covered are:

1. IT and strategy
2. The function of information technology management
3. The need of change managers in IT
4. Bringing about a process shift
5. Modifying the culture of information

A new era, new regulations

There are a wide range of possible benefits to effectively executing IT-based transformation. The concept that an organization will be able to do a variety of really desired things attracts them. Development and creativity are two possible benefits to produce customized goods in a flexible, responsive manner; to analyze information to segment the market and then develop new products for those segments; to provide customers with new channels of access through the internet; to establish new partnerships and organizational structures.

The ability to provide employee or customer self-service facilities via the internet or intranet, achieve sophisticated functionality at an affordable cost, enable globalization of operations, allow choices to be made regarding the organization's structure while maintaining the necessary level of central control, produce better information with a greater level of detail than was previously possible and make it available faster to allow better decisions to be made, enable 24-hour working to maximize the ability to serve the globe and make the best use of resources, encourage greater staff involvement by making information available to more people in the company, and increase the opportunity for flexible work arrangements

One way that businesses are addressing the need to achieve some of the above-mentioned potential advantages is shown in the rise in the usage of SAP systems. Enterprise-wide applications from SAP are available to meet the majority of a business's needs. Sales of SAP worldwide increased dramatically from US\$500 million in 1991 to US\$2,400 million in 1996. Businesses are clearly thrilled with the robust system, but there are many accounts of the agonizing challenges individuals must overcome in order to fully use the program. Transitioning from strategy to execution is undoubtedly not a simple process.

IT and strategy

Managers used to be able to assign IT choices to the organization's in-house computer specialists, who would then take their time choosing how to develop and construct a solution. However, selections now have the potential to impact every aspect of the company, including chances for information exchange, seamless day-to-day operations, and service and product possibilities. Is it prudent to entrust these choices to technical specialists who may not always fully comprehend the mission and vision of the company? Businesses may, and often do, find themselves with a variety of incompatible systems that may never reach their ideal setup. It may take years to resolve this. Even worse, a major component system would not be able to support management's long-term goals for organizational development, which could call for the ability to divide data into several categories. However, there is an issue with senior management becoming more involved in IT decision-making. "General managers... usually don't know much about computers," adds Davenport. They may agree that information technology should be used strategically, but they seldom know how to turn their intentions into concrete IT expenditures. How can this situation be handled?

IT strategic framework

Prioritizing the decision about IT's role in the organization's strategy is crucial. This helps the senior management team choose how much and what kind of attention they and others should devote to the creation and operation of IT systems. The strategic effect of application development and the strategic impact of current systems must be considered in order to make this choice. While some firms place greater emphasis on installing off-the-shelf packages to improve internal performance, others find that developing new, creative IT systems has a huge strategic influence. In a similar vein, certain businesses—like manufacturing companies—rely entirely on IT to sustain operational effectiveness. For others, a major performance decline from an interruption in IT services may not occur for some time.

Formulating guiding concepts

How can top management make sure that choices on IT investments are consistent with the long-term goals of the company? Creating a set of guiding principles to direct IT investment choices might be the solution. Davenport promotes an approach to IT called "principles." He suggests assembling a small group of IS managers and five to ten senior managers, one of whom should be an information systems specialist. This group need to start formulating a set

of guiding principles that connect strategy to choices about IT investments. Later on in the process, the top managers take on the role of sponsors, supporting the ideas that the group came up with. The IS managers draft the first set of guidelines that express the organization's fundamental views on technology, the general course the firm is following, and how to best use currently available technologies. These guidelines need to be true for a period of two to three years, or until a significant change in tactics occurs. They ought to address data, organization, applications, and infrastructure. Here are some instances of these ideas provided by Davenport.

CONCLUSION

The strategic transformation case study, which centers on IT integration and cultural change in a financial services company, provides insightful information on the difficulties, successes, and complexity of organizational revitalization. The story emphasizes how cultural shifts and technology adoption are mutually dependent in determining how a company develops. A key component of the overall transformation process is the senior management team's dedication to enacting cultural change. The deliberate attempt to promote sincere participation and commitment among stakeholders is seen in the preference for in-person contacts over other forms of communication. It is clear from the focus on visible leadership commitment and breaking established patterns that action, not just words, is required to bring about cultural change. In addition to giving top priority to exterior branding, the strategic assessment examined internal dynamics and recognized the critical role that customer-facing employees have in promoting the brand. The consumer market segmentation showed a sophisticated methodology, matching cultural transformation tactics to the various demands of various client segments. A key component of the case study is the incorporation of IT into the structure of the firm. The difficulties posed by IT-based change, such as the need for specialist change management and strategy alignment, draw attention to the careful balancing act needed to fully achieve the potential benefits of technology integration.

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CHAPTER 11

IMPORTANCE OF INFORMATION TECHNOLOGY (IT) MANAGEMENT AND ORGANIZATIONAL CHANGE

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ABSTRACT:

A comprehensive exploration of strategic IT management's critical facets within the context of organizational change. The paper delves into the multifaceted roles that information systems (IS) play in fostering cross-functional integration, asserting corporate ownership over data, and empowering business and IT managers to align their strategic visions.

The emergence of enterprise architecture as a pivotal concept is examined, elucidating how it provides a visible and dynamic framework for harmonizing business processes with IT infrastructure. The study highlights the central role of IT management skills throughout an organization, emphasizing the need for a collective integration of these skills beyond traditional IT departments. Sambamurthy and Zmud's research on IT management competencies is intricately woven into the narrative, revealing seven crucial categories such as business deployment, external networks, and process adaptiveness. The paper advocates for a strategic approach to managing outsourced services, recognizing its significance in today's interconnected organizational landscape.

Additionally, the text delves into the challenges associated with IT rollout processes and proposes a shift in mindset for IT professionals towards change management and collaboration. A distinctive focus is placed on the various roles that IT professionals assume when working with business clients, outlining the expert role, pair of hands role, and collaborative role. The collaborative role is emphasized as the most appropriate in the contemporary organizational landscape, calling for IT professionals to acquire skills beyond technical expertise.

KEYWORDS:

Change Management, Digital Transformation, Innovation, Leadership, Organizational Change, Strategic Planning.

INTRODUCTION

Applications supporting the cross-functional integration of business processes will be made available by IS. Regarding data: Information generated or acquired by the organization is the property of the corporation, not of any specific department, division, or person. Any person inside the organization who can prove they require it is allowed to access it.

The financial success of a system is the responsibility of the user-sponsor inside the enterprise. The strategic path for IT advancement is established and decision-making becomes much simpler when top business managers and IT managers have invested thus much time and energy in synchronizing their perspectives [1], [2].

Business frameworks

When discussing IT strategy, the phrase "enterprise architecture" is increasingly being used. It entails developing an organizational rationale for IT infrastructure and business processes in order to make the business-IT alignment more dynamic, evident, and value-driven.

The function of information technology

The capacity of a company to integrate and maximize the usage of the "out there" technology depends on its IT management personnel. However, IT employees are often seen more as implementers than as strategists and excluded from important decision-making processes. We think the answer is to make sure that IT management expertise is prevalent across the whole company, not just in IT departments [3], [4].

The most valuable IT management skills, in our opinion, often take a long time to learn since they rely so much on local information, such as knowledge relevant to a business. Additionally, we have discovered that not every company has the same access to the most significant IT management competencies. Additionally, for a company's IT management abilities to be deployed successfully, they must be carefully woven into the complex environment of an organization's responsibilities, procedures, structures, culture, and the many interactions between the business and IT managers of the firm. IT management is a broadly distributed role in today's businesses. It is now shared by business line management, group-level and business-level IT personnel, suppliers, partners, consultants, and contractors, in addition to the IT director. In some way, the organization's capacity to innovate, plan, create, develop, execute, integrate, and manage IT systems depends on this network of networked people. In order to guarantee that IT is utilized to enhance business processes, facilitate organizational structure changes, add value to the company's knowledge base, and either initiate or assist the creation of new goods and services, what specific competencies and knowledge areas must an organization as a whole possess? Early in the 1990s, Sambamurthy and Zmud conducted a four-year study effort, from which seven types of IT management abilities were derived.

Enterprise implementation

The capacity to assess, illustrate, and explain the value provided by evolving IT is one of this field's core competencies. To quickly execute creative IT solutions, this must be combined with the utilization of multidisciplinary teams who have a solid grasp of IT.

Outside networks

This competency area relates to the need that the company form strong alliances with other parties in order to raise their level of knowledge about developing IT.

Leadership in line technologies

Senior managers and line managers, among other users, must take an active role in promoting IT innovations. This area of competence relates to the capacity for technical leadership, which line managers may assign to IT personnel much too rapidly due to a lack of technological knowledge.

Adaptability of processes

The capacity of every person to relate to IT and how it may change company operations is referred to as this competency. It also has to do with the organization's history of process restructuring and the presence of an atmosphere that encourages staff members to learn about and experiment with IT system capabilities.

This might be everything from having a support desk to offering online courses and setting aside time for training. At Deloitte & Touche, for example, staff members may test-drive emerging technologies, such web services, to see whether or not they have potential applications.

Planning for IT

This competency relates to the organization's managers' capacity to organize and carry out specific initiatives as well as to connect IT and strategic strategies.

Infrastructure for IT

This competency focuses on the suitability and adaptability of the underlying infrastructure that facilitates the emergence and exploitation of novel IT practices.

Utility of a data center

This competency relates to the capacity of individuals working for the business to establish, manage, and safeguard core information processing services. We would add one competency to this list since many companies only have project managers and business analysts left around after outsourcing their entire IT development and operations.

DISCUSSION

This relates to the capacity to assess possible service alternatives, oversee the shift to IT services that are outsourced, and control service assessment and levels. 230 senior IT executives were asked by Sambamurthy and Zmud to rank the performance of their firms' IT deployment efforts as well as the degree of these abilities inside their own enterprises. The study found a significant correlation between these abilities' level and the organization's degree of effectiveness in using IT to support its work procedures and business strategy. The firms exhibiting the greatest success rate in IT deployment were likewise those in the group of respondents characterized by the highest degree of IT management skill [5], [6].

Typical procedure for IT rollouts

Rapid development approaches have made it possible to update software in real time and scope projects more easily. However, this method requires new methods for controlling and describing the development of IT systems, which may be challenging to start and maintain. IT professionals often don't study change management. They come to believe that once the system is delivered, their work is done. While this is starting to improve in more progressive businesses, it is still a problem in many IT departments, software development firms, and consulting firms. IT professionals should concentrate on strengthening their ability to influence and manage change, as well as their comprehension of organizational change mechanisms and the characteristics of resistance and incentive within organizational systems.

The function that IT professionals often play when interacting with business customers is the first element of how they operate in businesses. Block provides a helpful explanation of the three different roles that a consultant may play when working with a client. This is useful when thinking about the many methods that IT professionals might choose to collaborate with their customers. Expert, pair of hands, and collaborative roles are the three categories of roles.

The function of the expert

The expert is the consultant. The consultant has been given complete power by the client to design and execute improvements. The consultant uses their professional opinion to choose the best course of action. The customer chooses to take a passive role and only responds when the consultant asks them to. It is the client's responsibility to assess and judge after the event. The consultant wants to find a quick solution to the issue at hand. When IT professionals take this position, they have the freedom to work on the project at hand without hindrance or distraction, but they also have the ability to defend themselves when anything goes wrong, which irritates

business management. Another issue with this strategy is that the client's dedication to the project isn't always satisfied; up until the completed product reaches their desk, they show little interest [7], [8].

The function of the two hands

Here, the consultant is seen by the customer as an additional set of hands. The customer is in complete control. It is required of the consultant to use specific expertise to put action plans into place aimed at achieving the client's objectives. The consultant takes a passive position and doesn't challenge the client's strategies. The customer decides what steps to take next. Recommendations may be prepared by the consultant and sent to the client for approval. Two-way communication is scarce and collaboration is not truly required. The consultant reacts to the client's initiative. It is the client's responsibility to assess and judge up close. When IT professionals take on this kind of responsibility for their customers, issues might arise because the management might not have chosen the appropriate course of action and the consultant may not have felt empowered to challenge instructions.

The cooperative part

In this instance, fixing problems is a team effort. In this form of operation, consultants use their specialized knowledge to assist customers in solving issues; they do not provide client solutions. Together, the client and consultant strive toward interdependence. When it comes to action planning, implementation, and outcomes, they split the blame equally. Control concerns turn become topics for debate and compromise. Arguments are anticipated and even welcomed as a source of inspiration. The aim of the consultant is to find solutions for issues so they remain solved. The customer will be prepared to handle the situation the next time.

In this paradigm, there is shared accountability, creativity, and productivity between the consultant and the customer. In today's complicated enterprises, this is the most suitable role that IT professionals can play with customers. But it necessitates that IT professionals have non-technical abilities as well. This kind of engagement may seem sluggish to certain customers, who could see cooperation as a hindrance. They'll want to get their hands on the speedy outcomes that the "experts" used to provide, which will bring up the issues with the expert function that were previously mentioned. What kind of expertise would be necessary to improve an IT professional's capacity to collaborate with business managers? The goal is to raise the likelihood that the IT systems put in place will cause the desired change in behavior. To become better change agents, we propose that IT professionals working in large-scale change projects should acquire the following knowledge and abilities [9], [10].

If you are an IT professional reading this, you may be more irritated than ever right now! Perhaps you're thinking, "I already do all of this." We extend our congratulations and provide our further insights about the role of HR professionals in IT-driven change. Those in HR experience this condition in reverse. Even though they may concentrate on every part of the intended improvements that is relevant to people, they often miss the essence of the technology at play. This is also steadily changing. Many firms are increasingly using enterprise-wide technologies like PeopleSoft to replace many of the responsibilities that HR professionals have historically termed their own. In order to consider how people will be impacted and adjust their internal structures and skill sets appropriately, HR professionals must be prepared to comprehend and investigate the opportunities presented by emerging technologies. This may need establishing a few quite distinct structures. Rather of taking on a complete HR management function, several central HR departments that we have dealt with now provide help desks and assistance for IT users along with recommendations on HR policy.

Bringing about a process shift

Process change is the focus of IT-based change. It includes individuals using various inputs and outputs to accomplish various tasks in various ways. Process transformation is usually often the result of introducing new or enhanced IT systems, not to automate what already exists, but to either foster innovation or boost efficiency. How, however, is this best accomplished? Here, we contrast two distinct methods for implementing process transformation. BPR and socio-technical design are these. We examine the benefits and drawbacks of these two strategies and investigate how they may be combined to provide a novel strategy to effectively enhancing processes with the use of IT.

BPR

One of the most well-known methods for bringing about IT-based transformation in businesses is BPR. It was first outlined in the 1993 book *Reengineering the Corporation* by Hammer and Champy, a manifesto for business revolution that seemed to provide the solution to bringing about dramatic change and optimizing effectiveness. It was warmly welcomed by the business community. This approach's core principles include a strict focus on business processes that provide value to the customer; a radical process redesign from the ground up that results in a radical transformation; the elimination of all superfluous process details; the destruction of outdated processes; and the redesign's production of processes that significantly improve competitive performance and are made possible by IT.

Regretfully, there are reportedly very few BPR successes in which expectations have been met in full. BPR supporters are rather proud of this. They contend that since this strategy has such enormous potential for success, it must be dangerous. Sauer and Yetton assert, however, that "the stakes are exceptionally high in addition to the substantial risk." When it comes to projects involving organizational change, the cost of failure is usually much more than just the initial investment lost. Competitors may gain an unrecoverable advantage due to the time wasted on a failed project.

The organizational and social aspects of the process are not given much attention in this mechanical approach. This is how a typical BPR method works. There is often a significant prescriptive component to the IT solution; there may be some teamwork, multiskilling, and group problem solving. Additionally, even if the influence on standards, culture, abilities, and structures is considered, it is often ignored until the program of change's latter stages, when it is added on. Many individuals think that this method isn't the best for getting people involved in identifying and implementing process changes. There might be opposition, which would waste time and energy or lead to the program failing [11], [12].

Therefore, by starting from scratch, BPR presents the highly alluring possibility of drastically changing important processes. The drawback is that opposition from those who have not been engaged may arise during implementation. Radical process improvements that result in personnel layoffs are difficult to handle, and team output will suffer while they are being implemented. Early in the lifespan, staff members get demotivated when they see the warning indications of a new system deployment that would lead to redundancy.

Design Socio-Technical

The goals of socio-technical design are to strike a balance between the organization's strategic vision, technology, and the activities required to provide the good or service, as well as the demands of the personnel. This school of thinking is much more gradual and evolutionary in nature, and it originates from a systems perspective of organizations that is based on the

organism metaphor. The strategy is less popular than BPR and seems to be more cautious and humanistic than standard BPR procedures, which have an emphasis on starting again and look quite masculine. In Mumford and Beekman, the fundamental ideas of socio-technical design are identified. These ideas seem to still be relevant today, having been developed in the late 1960s at the Tavistock Institute of Human Relations in London.

The minimal critical specification concept instructs individuals on what to do, but not how. Problems relating to variance control must be fixed as near to their source as feasible, ideally by the team that created them. The multiskilling approach offers people a variety of activities, some of which are ordinary and others of which are difficult. Boundary management is the process of defining and maintaining the borders that separate different groups or functions and making sure that those in charge of those boundaries are properly informed to enable the product to go seamlessly to the next phase of its transformation. According to the information flow concept, information systems should be built such that data is sent straight from the source or to the location where it needs to be used. The design concept and human values offering workers a high-quality working environment is a crucial goal of organizational design, since it satisfies their desire to believe that their labor is contributing to a desirable future. The idea of incompleteness emphasizes the need of understanding that design is a continuous, iterative process. More thinking, planning, and incremental change go into socio-technical design than BPR, which is quicker, riskier, and more thrilling. This procedure, according to the Tavistock Group, was led by a manager or consultant and went through the following phases. A few of these pursuits could seem a little archaic in modern times. The approach may seem "fluffy" in comparison to BPR since it places a lot of emphasis on the psychological demands of the workforce.

CONCLUSION

An extensive investigation of the complex interactions between organizational dynamics and information technology. The research has traversed key facets, highlighting the strategic significance of IT in promoting cross-functional integration, claiming data ownership, and coordinating business and IT executives' goals. The need for transparent and dynamic alignment between business processes and IT infrastructure is highlighted by the introduction of enterprise architecture as a guiding paradigm. Sambamurthy and Zmud's study has been significant in defining seven essential IT management abilities and emphasizing the need of a strategic approach to the management of outsourced services. In order to better serve business customers, the paper pushes IT workers to adopt collaborative roles and improve their change management abilities. The collaborative role, which encourages innovation, productivity, and shared accountability between IT and business stakeholders, is positioned as the most appropriate for the modern organizational environment. The reciprocal link that exists between IT and HR is examined, providing insight into how HR professionals' roles are changing to accommodate enterprise-wide applications. The story emphasizes how IT workers must gain new abilities and knowledge in order to be successful change agents when businesses undertake significant transformation projects.

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CHAPTER 12

APPLICATION OF COMPLEXITY SCIENCE IN ORGANIZATIONAL TRANSFORMATION

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ABSTRACT:

The application of complexity science in the realm of organizational transformation. Complexity science, rooted in the understanding of complex adaptive systems, offers a fresh perspective on managing intricate dynamics within organizations undergoing change. The concepts of self-organization, emergence, rules of interaction, and attractors are dissected to illustrate their pivotal role in orchestrating transformative processes. Drawing on real-world instances of restructuring, cultural change, and strategic initiatives, the abstract highlights the efficacy of complexity science in addressing the challenges associated with large-scale organizational change. It also delves into the paradigm shift from a rational worldview to an emerging one, emphasizing the importance of holistic and adaptive approaches. By embracing complexity science principles, organizations can foster resilience, agility, and innovation, leading to more effective and sustainable transformations. This abstract serves as a guide for leaders, consultants, and researchers seeking to navigate the complexities of organizational change through the lens of complexity science.

KEYWORDS:

Chaos Theory, Emergence, Feedback Loops, Organizational Transformation, Resilience, Self-Organization

INTRODUCTION

In some businesses, socio-technical design is still very much in use, but BPR's speed and potential have mostly eclipsed it. While the gradual, progressive method is recognized to be effective, in many contexts where significant results are required immediately and without requiring employees to take time off work to do study and take action, it is often too sluggish.

Case study of the county planning office

The county planning department was "in crisis" and overworked. Proposals were piling up, and those submitting proposals for approval were often met with a three-month wait. People in the neighborhood wanted to continue developing, but they couldn't without planning permission, thus this was beginning to grow untenable. To collaborate with the planning team, a PROGRESS-based consulting business was enlisted. The team acknowledged that the planning process was long and laborious, but they had never had the opportunity to address the issues despite being aware of them.

The planning team and the consuls scheduled several full-day meetings to lay out the procedure and pinpoint any weak points. Even though the team's backlog increased as a result of attending the workshop sessions, they were optimistic that, with adequate attention and straightforward, agreed-upon activities, they might cut the planning cycle time by thirty percent.

Numerous fundamental issues were found

The configuration of the seats was not ideal. Due to historical considerations, the department was divided between two buildings. Going back and forth, seeking for people and things, was a waste of time. A lack of awareness of the various positions within the team was leading to misunderstandings and conflict. One administrator in particular was overworked and experiencing tremendous boredom from her job. Time was lost looking for goods made of paper since there was no categorization system in place. Although they were not reachable, the planning officials were often out of the office. Messages couldn't get through to them, which further delayed the decision-making process [1], [2].

To accommodate everyone in the same office, the team was reorganized. Four individuals were urged to collaborate on projects together for two hours a week in order to get more familiar with one another's duties. Every week, the administrator distributed her "boring" chores. A basic computerized method for cataloging was unveiled. Every half-day, the planning officials would check a common cell phone for messages. The planning process' cycle time was shortened by 27% as a consequence of these easy steps. Everyone's life become less stressful as the department began to lessen the backlog.

Modifying the culture of information

Persuading individuals to utilize new IT systems as planned is one of the challenges associated with their implementation. Numerous terrifying tales exist of costly IT expenditures that are never completely integrated into day-to-day organizational operations. Our observations indicate that this is not the case. In the worst situation, the new technology serves to reinforce preexisting attitudes and behaviors. If organizations want to see a significant change in behavior, they must do more than just replace their IT hardware and systems. Davenport says that in order to accomplish the necessary adjustments in information sharing, a cultural change may be necessary, since the adoption of new IT systems alone may not be sufficient. "Human nature may throw a wrench into the best-laid IT plans, yet technocrats are continuously caught off guard by the "irrational" behavior of "end-users," the speaker argues. This shouldn't surprise anybody. According to him, it matters more how individuals utilize information than how they use technology. Maybe we could set aside our concerns about technology for the time being, examine the ways in which we now share information, and create objectives for changing our behavior. What guidelines, nevertheless, apply to the behavior of sharing information? Davenport presents life's informational truths.

The majority of data in companies, as well as the majority of data that people really care about, is not stored on computers. Instead than using machines to gather information, managers prefer to speak with humans because they can interpret and provide meaning for raw data, making it more valuable. The likelihood that an information management strategy may alter someone's behavior decreases with its complexity and intricacy. It's not necessary for all information to be common; some flexibility and disarray are preferable. Employee agreement on a single description of a company's core business area is less probable the more the organization understands and values this area. People won't readily give knowledge if it is equated with power and wealth. People's desire to utilize a certain format for information is closely correlated with how much they contributed to its definition or how much they believe those who did. Employees need to practice face-to-face communication before they can fully use internet interactions. People should be included in all information maps as they are crucial information integrators and sources. Information is never too much of it; if it's really helpful, we won't be able to get enough of it [3], [4].

Employees often adopt IT systems like Lotus Notes and other groupware programs quickly due to the variety of information sharing options these provide. To fully use these systems, however, individuals must have the time to investigate and educate themselves on their options. Nowadays, people take email for granted, but there are drawbacks as well, such "non-information overload" as opposed to information overload. It takes time to review, evaluate, and discard emails that are not relevant. Email sharing is almost too simple, and individuals will release information for personal gain rather than the good of the receiver. IT system implementation is costly. Thus, it would be advantageous if executives could begin to distinguish between the decisions made to improve the company's information-sharing practices and those made to adopt an IT system. Please be aware that the first does not ensure the second, and that the latter often calls for a shift in culture that takes time, effort, funding, and clear guidance.

New guidelines for a modern era

We came across an intriguing essay titled "IT doesn't matter" in the Harvard Business Review when we were composing this. The author argued that rather than being a cutting edge technology, IT is an infrastructure technology. It is thus no longer a rare resource that may provide a significant competitive advantage to a firm. Even though it is more affordable and easily accessible today, businesses are still investing.

Over the last 25 years, businesses have made significant investments in IT systems, resulting in their integration into the commercial infrastructure. Compare this to the development of the electricity generation or the railway. Throughout this process, there have been instances when businesses have benefited from being the first to adopt a new technology, giving them a competitive edge; however, this is beginning to level out, and investment plans should follow suit. For those that are prepared to reevaluate their IT investment approach, Carr offers three new principles for IT management [5], [6].

Spend less

According to Carr, businesses with the largest IT expenditures don't always have the greatest financial outcomes. The emphasis now should be on making sure that your business does not incur a cost disadvantage, since the competitive advantages will be negligible. You will get a better value for your money the longer you wait to purchase IT solutions. Being on the cutting edge, according to Carr, is foolish since there's a chance that the technology or software is untested. Pay attention to weaknesses rather than possibilities. Businesses must focus more on system dependability, downtime reduction, security, and network vulnerabilities. IT spending has to be closely monitored, and resources should be used wisely.

DISCUSSION

Within the field of organizational development, numerous intriguing new concepts have gained significant traction since the publication of this book's first edition. Leaders and consultants alike are already grasping and experimenting with concepts related to comprehending companies through the lens of complexity science and the idea of emergence instead of controlled transformation. It's as if we are learning to appreciate again the fact that not everything can be managed or prepared for, and that having a clear vision is not enough. Whether you believe in destiny, the stars, the principles of biology, or the mere unpredictability of existence, there are moments when change occurs in non-linear and chaotic ways that are neither top-down nor bottom-up, and one man or woman may indeed feel pretty little in the face of it. Organizations often confront the complex and diverse process of complex change when trying to modify several facets of their operations, culture, or structure. This kind of

transformation entails complex relationships between people, procedures, and technology, among other organizational components. Complex change is defined by its unpredictable nature, ambiguity, and interconnectedness of several elements, in contrast to simple or linear changes. In order to successfully manage any obstacles that may come up, it calls for both a thorough plan and a sophisticated grasp of the dynamics of the organization. Understanding that there is no one-size-fits-all solution for complex change and that instead a customized strategy that takes into account the particular context and subtleties of the business undertaking the transformation is essential. Complex change requires effective leadership, which calls on leaders to be flexible, empathetic, and able to build resilience in their workforce. Furthermore, as the transition is broad, addressing it requires a united effort, making stakeholder participation and cooperation crucial. Managing complicated change inside a company requires adopting a flexible mentality, maintaining open lines of communication, and creating a culture of continual learning. In the end, managing complicated change requires a tactical and comprehensive strategy that acknowledges and tackles the complex network of interrelated elements at work [7], [8].

When a change is not complicated, it is simple to mention. Any form of change activity, such as setting up an office relocation or installing a new phone system or IT system, benefits from a well-thought-out, regulated strategy. Any update that involves a lot of "technical" detail is better suited for more linear approaches. Even if the aforementioned adjustments might be difficult, they usually happen more quickly if the information is arranged well. Complex change may be defined as activities like as restructuring programs, outsourcing, mergers and acquisitions, cultural change initiatives, and strategic-led change, particularly when involving a big number of individuals. There will be a need for people to struggle, dispute, and work their way through to an unexpected end since these changes include so many people, layers of activity, regions of attention, and unpredictably occurring events.

There are several benefits to comprehending the idea of complexity. Modern managers are often taught to think just analytically and rationally. Our education teaches us to see the world independently of one another. The majority of current mainstream management theory is derived from a combination of scientific task-organizing techniques like process engineering and project management, as well as cognitive psychology, which focuses on behavioral objectives and motivation. These fields don't allow much room for complexity, or the chance that, under the appropriate circumstances, a limited "muddle" may resolve itself. Managers may break free from excessive micromanagement and see the many roles they play as catalysts for positive, innovative change when they get an understanding of how intricate systems operate. When applied to organizational transformation, complexity science presents a distinctive and useful viewpoint that challenges conventional linear and mechanistic techniques. Change in an organization is by its very nature complicated, including a number of interrelated components and dynamic interactions within the system.

According to complexity theory, organizations are dynamic, adaptive systems that change over time rather than static entities. It highlights how crucial it is to comprehend non-linear interactions, emergent behaviors, and self-organization inside the organization. Complexity science urges leaders to see change as a complex adaptive process rather of a predictable, linear one when it comes to organizational reform. It recognizes that modifications made to one section of the company may have unanticipated effects on other divisions, resulting in a web of interrelated interactions. This viewpoint makes it possible to comprehend the organization more comprehensively because it takes into account both the formal structures and the informal networks that affect behavior and judgment. Moreover, complexity theory raises the possibility that conventional top-down, command-and-control methods are insufficient for managing

change in intricate contexts. Rather, it encourages a more collaborative and participative approach, acknowledging that the organization's collective intellect often produces solutions. It is recommended that leaders cultivate environments that facilitate self-organization and innovation, so empowering the company to adjust itself naturally to evolving situations. One of the basic ideas of complexity science, the "edge of chaos," has special application to organizational transformation.

This speaks to the finely balanced area where creativity and invention flourish, between chaos and order. In order to prevent total chaos and to avoid rigidity and stagnation, organizations must function within this limit. From this vantage point, executives are challenged to determine the ideal degree of turbulence that fosters innovation without destabilizing the company. A more sophisticated and flexible approach to organizational transformation is offered by the use of complexity science. It inspires leaders to welcome ambiguity, make use of the organization's collective knowledge, and foster an environment that fosters emerging solutions. Recognizing the dynamic and intricate character of organizational systems helps leaders better manage change and cultivate adaptability and resilience in the face of a constantly changing corporate environment. The scientific community has applied complexity science to organizations in an effort to comprehend and explain the behavior of complex systems. It is not possible to define complexity science in an organizational setting or even determine how best to use it inside one.

Large systems are often referred to as complex adaptive systems in this field. Comprising of several interconnected components, complex adaptive systems has the ability to adjust and gain knowledge from past experiences. A group of ideas known as complexity science aim to clarify how these systems function. This multidisciplinary field of study borrows concepts from many other scientific disciplines, including microbiology and neurology. The human body's immune system, the stock market, communities, and the brain are a few examples of such expansive, complicated systems.

For those who examine complex adaptive systems within the framework of human social organization, one of their most fascinating characteristics is their ability to generate coherence, continuity, and transition without the need for an external blueprint or designated designer. A complex adaptive system has highly distributed and decentralized control, and its behavior as a whole seems to result from local agents' cooperation and competition as well as their sensitivity to amplifying or damping feedback. The system keeps working even if a significant portion of it is not operational. The human brain is an excellent biological illustration of this.

The following six characteristics of a complex system were identified at the Santa Fe Institute in New Mexico, where researchers have long studied the behavior of computer-simulated complex networks: emergence is a system outcome; there is no central control; the system has an underlying structure; feedback exists within the system; nonlinearity exists within the system; events do not follow a cause-and-effect pattern; and there is feedback within the system. This occurs without intentionality since the system cannot be reduced. This indicates that you cannot analyze the behavior of the system by focusing on a single component. Rather, one must examine a sample portion of each component [9], [10].

According to Eric Dent of George Washington University, this emergent worldview is starting to replace our current logical one. It seems as if our "technical" reasonable responses to social or political circumstances are no longer effective. For instance, our growing concern for the environment is reflected in the growing demand for automobile catalytic converters. Nonetheless, the impacts are very detrimental in the regions of Africa where the platinum needed to make these converters is mined. People are being uprooted from their own countries, health and safety issues are not receiving enough attention, and workers are dying in

preventable accidents as a result of the commercial push for output. Our strategy is limited rather than comprehensive. We are concerned about it as well. If we want to succeed, according to Dent, we need to change the way we think. He created a useful graphic that shows the necessary adjustments. Rather than taking the place of the list on the left, Dent views the one on the right as an extension of it.

All scientific theories are approximations to the actual nature of reality, and each theory is valid for a certain spectrum of occurrences, as modern science has come to recognize. It can no longer satisfactorily describe nature beyond this range, and new theories must be developed to either expand the previous one or replace it by improving the approximation. Complexity theory has a significant effect on systemic perspectives on organizations, such as Senge's idea of the learning organization. In their book on systemic consultancy, Königswieser and Hillebrand outline four fundamental assumptions that provide a helpful way to translate the ideas of complexity for use in organizational work.

Companies don't operate like simple machines. They cannot be immediately controlled or fully comprehended since they do not operate at the touch of a button. Through communication, they continuously replicate themselves, are always changing, and build new order structures in the form of agreed-upon perceptions, patterns, and expectations, as well as retained tales, accomplishments that have been documented, and so on. The sense conceptions and worldviews that are projected as models from inside the system to the environment intensify this "self-image." While internal order structures, sense constructions, and worldviews provide an organization protection and stability, they also make it more difficult for it to respond to changes in a dynamic, quickly changing environment. In addition to taking proactive lessons from their surroundings at times of crisis and strain, organizations may also learn from their surroundings by actively and creatively transforming both their internal environments and themselves. When dealing with organizational transformation difficulties, managers and consultants might benefit from several key concepts and ideas found in complexity research. Self-organization and emergence, interaction rules, power dynamics, attractors, communication styles, polarities and paradox management, and feedback. Every one of them is discussed in detail, along with its implications for organizational transformation [11], [12].

Self-sufficiency and emergence

The foundation of complexity research is the idea of self-organization. This concept is based on the idea that the cosmos is trying to become organized. Unplanned and pre-designed patterns and structures start to take shape. New buildings emerge as the old ones go. There is always going to be change. People who are incapable of changing within a system may finally vanish. There are several excellent instances of very effective self-organization in the biological sciences. For instance, bacteria function as a worldwide super-organism capable of exchanging genes and "understanding" and assimilating knowledge from one another. No one bacteria is aware of the whole system or knows how it functions. Rather of possessing infinite knowledge, the bacteria excel in swiftly and effectively picking up new skills from one another. This explains why antibiotic-resistant bacteria proliferate so fast. According to this kind of system concept, humans are just collaborators in the process rather than its creators; the world is capable of creating itself.

Patricia Shaw uses an experiment carried out by researchers at the Santa Fe Institute to describe the constraints around self-organization. The scientists used a huge number of digital agents to mimic a vast complicated system. Their research demonstrated that slow, stagnant, or "stuck" patterns of interaction were often the consequence of limited connectivity, low variety, and slow agent interaction. On the other hand, great variety, strong connection, and intense agent

interaction lead to chaos with no discernible patterns emerging. Nevertheless, the behavior resulted in both order and chaos when the parameters reached certain critical thresholds. Because the patterns generated by complex networks interacting in these circumstances were neither entirely random nor entirely repeating, Langton has termed this phenomena as occurring "at the edge of chaos." We may apply this concept to the field of human contact, but then we would have to ask: if someone is in charge of setting the boundaries, who is?

The market economy is referred to as a self-organizing process in economics. According to some economists, the effectiveness of self-organizing markets is disrupted by central economic planning, which determines who will produce what and how profits are allocated. Some claim that since people's tendency to act in their own best interests, governments must step in and use taxes to regulate the economy. The latter is a defense of a more methodical strategy. The notion of self-organization is used in human social interaction strategies including production cells, open space, future search, and self-managed teams.

Interaction rules

Using basic local principles, sophisticated adaptive systems self-organize and develop over time to produce complex global behavior. But the system functions without having a central authority dictating behavior. With expertise comes changes to the local regulations. These might be restrictions on behavior or modified social norms in a human system. These norms are not always obvious in human social systems, and individuals are not always conscious of them. Individuals have internalized local norms. Either the global system's connectivity pattern or the local rules themselves alter, bringing about change. According to Stacey, this occurs in the lack of an outside blueprint. The intended outcome is unlikely to occur if we transfer and senior managers, who may jointly want to directly influence local behavior. Instead, we risk strangling innovative and constructive development. It's possible that an internal change is necessary to the organization's fundamental cultural paradigm.

Drawers

Distinct "attractors" seem to have an impact on chaotic systems. A combination of chaos and order may be found in complex systems, as shown by the meteorologist and mathematician Lorenz. These systems can transition abruptly from one attractor's influence to another due to random and non-linear occurrences.

To have a mental understanding of this, picture yourself at a home office. There are documents, Post-its, pencils, a laptop computer, family pictures, and a list of tasks you need to do today on the desk in front of you. Through the window, one can see the trees swaying in the wind, a squirrel scrounging for nuts from the bird, and the sun casting long rays of light onto the grass through the bushes. You find yourself sandwiched between two attractions in this situation. One disappears while the other gains attention. It seems that in intricate systems, these factors ultimately determine how the system will behave. It is impossible to control the attractor(s) in organizational life since they will always arise spontaneously, but it is feasible to attempt to identify the attractor(s) that impact other individuals in the organization and to strive to develop an attractor that really benefits people.

CONCLUSION

When complexity theory is applied to organizational transformation, our understanding of and ability to deal with change is fundamentally altered. Through the lenses of self-organization, emergence, interaction rules, and attractors, leaders and change agents may get an understanding of the complex dynamics involved in large-scale transitions. A more

sophisticated and flexible approach to change management is made possible by the understanding that organizations are complex adaptive systems, as shown by examples from real-world situations. The knowledge that change is not a linear process but rather one marked by interdependence and unpredictability empowers leaders to welcome uncertainty and take use of the group intelligence present in their companies. The idea of attractors—which impact the behavior of the system highlights how crucial it is to develop value-driven attractors in order to direct constructive development. Furthermore, admitting that not all changes are complicated enables a customized strategy that discerns between simple changes like introducing new technology and complex changes requiring intricate relationships between people, processes, and technology. Beyond only offering a theoretical framework, complexity science is relevant to organizational change because it gives leaders real-world guidance on how to strike a careful balance between chaos and order. Understanding the need of flexibility, maintaining open lines of communication, and creating a culture of lifelong learning become essential elements in effectively handling complicated change.

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CHAPTER 13

POWER, PARADOX, AND TOOLS IN ORGANIZATIONAL DYNAMICS

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ABSTRACT:

The complex terrain of organizational dynamics, focusing on the interplay of power, paradox, and tools in the context of change. The narrative begins by elucidating the pervasive influence of power within organizational life, unraveling its role in shaping patterns of inclusion and exclusion. It delves into the intricate relationship between power and communication, emphasizing their parallel nature as entities that either constrain or enable individuals in their relationships. A significant portion of the discussion revolves around the management of paradoxes as a critical aspect of effective leadership. The narrative contends that polarities within organizations are interdependent opposites that necessitate balance and integration rather than resolution. Leaders are urged to recognize and understand these paradoxes, viewing them as dynamic tensions essential for organizational health. The conventional either/or thinking is debunked, and the importance of embracing the coexistence of seemingly contradictory elements is underscored. The exploration extends to the realm of feedback mechanisms within complex systems, where non-linear cause-and-effect analyses prove inadequate. The narrative introduces the concept of mutual causality and the role of feedback loops, emphasizing their significance in understanding organizational change. The discussion underscores the nuanced analysis required to identify clusters of positive and negative feedback loops that can either stabilize or destabilize the system.

KEYWORDS:

Change Management, Decision Support Systems, Group Dynamics, Organizational Development, Process Mapping, Stakeholder Analysis

INTRODUCTION

In the life of an organization, power is an inevitable impact. Power differentials in complex systems might be thought of as fresh and fascinating, generating variety and perhaps leading to change. Power and communications may be seen as very comparable things when organizations are seen as complicated responsive processes of connection. Both have the impact of influencing people's connections with one another in ways that either facilitate or restrict them. In groups, power often emerges via structured discourse, which helps us identify who is "in" and who is "out." For example, if measurement and control are "in," then people who are adept at discussing this mode of operation will also be "in." Conversely, people who are more interested in emergence and chaos will be "out," and they will need to figure out how to express their ideas and recommendations in the language that is most widely used, no matter how difficult that may be. They are going to start feeling left out if they don't do this. Rivalry and competitiveness may follow from this. Feelings of inclusion and exclusion that follow thereafter have a big impact on how cooperative collaboration develops going forward, sometimes upsetting it with rivalry and competitiveness. A change in the patterns of inclusion and exclusion is known as organizational transformation. Organizational identity is created

throughout this process, in which the motivations and goals for continuing to exist together are continuously replicated, maybe altered, and ultimately cause themselves [1], [2].

Modes of communication

In complex systems, neighbors that are close to one another communicate. It has a limited range. Through local interactions, an agent's activities are relayed back onto and replied to. Both damping and amplifying effects are possible. Therefore, in organizational life, the daily events that take place in an individual's neighborhood are the most significant interactions. Even if senior individuals may make lofty declarations and ideals, behavior is truly influenced by the local manifestation of such remarks [3], [4].

Paradox handling and polarities

Paradoxical problems arise in systems that are transitioning from one dominating attractor to another. "Bifurcation" or "choice points" emerge when a system starts to shift fundamentally, which might sap the momentum already in place for change. Consider a scenario where a company is attempting to give middle managers more leeway to participate in decision-making. Under the previous method of operation, one was assigned an annual objective that was non-negotiable and had to exert significant effort to meet. There will be more dialogue and interaction with the new approach. However, traditional methods of career advancement and performance management depend on a person's reputation for "toughness" and high levels of personal success. Thus, the dichotomy between "cooperation" and "toughness" becomes significant. This is where effective paradox management in leaders may be most helpful.

An essential component of good leadership and organizational dynamics are polarities and the handling of contradiction. A polarity is not so much a problem to be addressed as it is a collection of interconnected opposites that produce a dynamic tension. In the context of management, managing opposing and complicated forces inside an organization requires a grasp of polarities. Leaders must handle these polarities as persistent tensions that call for integration and balance rather than seeing them as issues that need to be resolved. Accepting the presence of apparently incompatible elements such as change and stability, control and autonomy, or short- and long-term goals is essential to managing contradiction. Competent leaders are aware that these opposites are linked and essential to the health of the company, not mutually exclusive. For example, a firm needs both change and stability to innovate and stay relevant in the ever-changing commercial environment. Effective leaders know when to stress one side over the other and when to strike a balance between the two. They are skilled at handling paradox. This calls for a sophisticated strategy that goes beyond straightforward trade-offs. Rather than seeing paradoxes as issues that need to be resolved, leaders discover how to best use the advantages of both extremes to build an organization that is more flexible and resilient. In addition, managing contradiction often entails creating an environment that values candid communication, teamwork, and innovation.

Members of the team should feel free to voice opposing opinions and look for creative solutions that acknowledge the complexity of polarities. In addition to improving problem-solving skills, this strategy fosters an organizational culture that is more adaptable and flexible. In order to successfully navigate the complexity of contemporary businesses, executives must be able to recognize polarities and paradoxes and handle them effectively. A more comprehensive knowledge of organizational dynamics is made possible by embracing the tension between competing forces, which promotes flexibility and resilience. In a corporate environment that is always changing, leaders who can effectively handle paradoxes help to create companies that are inventive, dynamic, and sustainable [5], [6].

One of the major fallacies of Western civilization is the need for either/or thinking. This happens when two seemingly opposed things are seen as "good" and "bad" in any given circumstance. For example, being harsh is "bad," yet cooperating is "good." One may readily conclude from this that "I am right and you are all wrong." Either/or thinking requires that there be no conflicts in order for anything to be the "right answer." Blurring the lines or combining choices is seen as confusing and nonsensical.

Polarization begins when the seemingly opposites are seen as a continuum. One director with whom we collaborate, for example, believes that "independent working" and "team working" are diametrically opposed. His thought becomes stuck as a result of this. Nevertheless, the idea that both of these might coexist or that both include both "good" and "bad" aspects starts to show when the continuum is represented as a graph.

Pairs of opposites that are polarities are incompatible with one another. One side of a polarity cannot be "right" or the "solution" at the cost of the other since the two sides are interdependent. It seems that managing polarities or paradoxes, as opposed to finding solutions, is the focus of a large number of today's organizational concerns. Therefore, it is implied that one is correct and the other is incorrect when discussing, for instance, whether top-down or bottom-up change works better. Positive new realities may be created by rephrasing the concerns that might lead to organizational stagnancy, if they are regarded as polarities that must coexist and each has advantages and disadvantages.

Reactions

One feature of a complex system is its internal feedback mechanism. Linear cause and effect studies are ineffective in complex systems due to the non-linear character of change within them. Understanding how change develops via looping interactions which may be represented as positive and negative feedback loops is the goal of mutual causality. This kind of research makes it feasible to identify areas where groups of positive feedback loops form vicious cycles and where even little adjustments may have a big impact. In workplaces, delayed feedback or counter-reactions may cause inflated behaviors or responses, which might destabilize the system. "Gesture and response" is how Stacey describes the interactions that take place between actors in a complicated system. This self-organized interplay of gesture and reaction will provide both coherence and innovation within sufficiently diverse and densely linked systems.

Instruments Encourage Complex Transformation

In order to enable complicated organizational change, tools are essential because they provide structure, insights, and facilitation throughout the transformation process. Leaders and change agents have access to a range of tools in the field of change management to help them negotiate the complex web of variables involved. Project management tools, for instance, help to ensure that tasks are completed effectively and deadlines are reached by helping to plan and monitor the different stages of change projects. Effective information distribution is made possible by communication technologies, which promote stakeholder participation and openness. Facts analytics tools may also be very helpful in determining trends, evaluating the effects of change, and making defensible judgments based on current facts. Furthermore, in order to effectively manage the complexity of change, technologies that promote cooperation and information exchange are crucial.

Teams can operate efficiently in distributed or remote work settings thanks to virtual communication tools, project management software, and collaborative platforms. These technologies facilitate the dismantling of organizational silos, encourage cross-functional cooperation, and unlock the organization's collective wisdom. Tools for modeling and

simulation are becoming more and more important for comprehending and projecting the consequences of various transition scenarios. Leaders may predict possible obstacles, make better judgments, and modify their strategy by modeling the effects of different solutions. These tools provide a dynamic and interactive setting for investigating the consequences of various transformation routes and testing ideas. The success of complicated organizational transformation initiatives may be greatly increased with the correct tools. They provide the framework, avenues for communication, platforms for cooperation, and analytical skills required to handle the complex nature of change. By combining these resources, change agents and leaders are better equipped to handle the challenges of change and foster flexibility, agility, and ultimately effective organizational change.

A kind of sense-making that aids in the formation of our comprehension of the intricate events occurring in the world is storytelling. People tell one other tales to amuse themselves, influence one another, impart knowledge, and assist one another in making sense of the outside world. Tales may be meticulously produced by people before to being told, or they can be generated collaboratively in real time. They have a temporal logic at their core. They often bring the past into the present and create opportunities for the future. Thus, ironically, tales are unique means of interpreting the past and demonstrating how the past influences the future, which influences the present. We may see our possibilities differently after hearing a narrative, and we may interpret the past differently as well.

Giving an example is not the same as narrating a narrative. A tale has a storyline, characters, as well as sensory and emotional details. You may look at all sides of an issue in a tale. For example, a manager might describe how a planned change is both thrilling and terrible. Compared to a statement that "the change is coming," this is more compelling and authentic. Get over your whining and go on. Someone who reads a tale may also put themselves in your place and perceive things from your perspective. Others may benefit from being able to see things they are now blind to. Using narrative, leaders may help their teams make sense of their own history, present, and future or can show their teams how they are doing so. It's a method of communication that avoids oversimplifying. A narrative may be used to awaken dormant knowledge and spark fruitful discussions about what to do next, rather than being used to persuade people to take a certain action.

DISCUSSION

What I mean when I talk about storytelling is not finished stories but stories that are still being developed. People use a narrative style rather than expressing goals, objectives, results, and roles as abstract generalizations. "The story so far" is often the beginning point. A person narrates the events while also explaining or defending their interpretation of them and their personal involvement. Co-creation of an ever-more-complex patterned sense-making occurs when others associate and "fill in". The fact that a person's identity is changing in this scenario makes it an absorbing process. We are not only conversing. Together, we are creating our world and ourselves [7], [8].

Conversation

One essential tool for anybody interested in managing complexity is dialogue. Compared to other communication methods like debate, discussion, or casual talk, dialogue is distinct. The MIT Dialogue Project founder William Isaacs has played a significant role in introducing these concepts and methods into corporate contexts. This style of speech gives special consideration to the meaning that emerges from group communication. According to Isaacs, conversation is more than just talking; at its finest, it involves creating meaning, expressing emotions, and paving the way for decisive action. Talking with one another instead of thinking alone is what

dialogue is all about? It requires us to let go of our own preconceived notions and start listening to and facing the facts and experiences of others. Isaacs discusses "choice points" in a discourse. Choosing to support your own opinion or viewpoint or to suspend it in order to listen without objecting is a crucial decision in any discussion that requires some thought. Typically, defending results in either fruitful analytical dialectic or fruitless verbal altercations. Suspending increases the likelihood that deeper questions will be investigated, that important concerns will be reframed, and that novel, revitalizing ideas may be reached together.

Whole system operation

Organizations and government agencies are realizing more and more that in order to address complicated, multifaceted challenges, it is necessary to bring whole systems together. Patricia Shaw discusses these kinds of things. Large-scale group gatherings that are well planned and facilitated are becoming a more and more common example of "intervention" into the ongoing organizational processes. These are intense, highly participatory conferences designed to inspire novel approaches to challenging status quos and complicated circumstances. In order to provide ideas for upcoming projects, participants are encouraged to identify problems and form autonomous small groups. A public action plan is the outcome.

Technologies in open spaces

Open space technology pioneer Harrison Owen asserts that his theories are likely as old as humans themselves, but that contemporary knowledge has obscured our innate sense of how groups of people can self-organize to discover what excites and energizes them and then bring about positive change. Owen's ideas originated from his observations that the actual energy and enthusiasm used to explode during the coffee breaks at an annual international symposium he used to attend. This symposia followed the conventional format of formal paper presentations along with planned panel discussions. Could the symposium be condensed into a single, large coffee break? Large groups with a clear emphasis on a single subject, no predetermined agenda, no organizing committee, and a small team of facilitators are the hallmarks of an open space session. Participants who are interested in pursuing a subject post it on a noticeboard, wait to see who signs up, and then conduct these several discussions at the same time to determine the agenda. Participants are free to choose between conversations, and each one is provided with a record that ranks the concerns and identifies the next actions for the most important ones. Open space seems to embody Owen's view that the one activity we undertake most of the time organizing and trying to gain control is not only unneeded, but also unobtainable [9], [10].

It works best in situations when there is a critical problem that has to be resolved immediately, a great degree of complexity, disagreement, and variety among the parties involved in the problem-solving process. Open space sessions are governed by one law and four principles. Future search is a method of conference that is supported by Weisbord et al.'s study on the circumstances in which various groups seemed to be able to work together. Significant influence was also had by earlier research by social scientists in Australia and North America. Future search is built on ideas that allow varied groups to come together and collaborate, be extremely task-focused, and swiftly transfer their energy into action. It entails a big number of individuals gathering for a huge planning meeting.

Put common ground and the future at the center; treat conflicts as information rather than objects to be "sorted"; encourage self-management and responsibility taking for action by participants. These principles are outlined in the phrase "get the "whole system" in the room, which calls for a cross-section of all parties who care about the issue.

Success requires the following: three days of work; ask for voluntary public commitments to future steps before people depart; meet in a healthy environment with food and refreshments and enough breaks; promote full attendance and discourage part-timers.

Global Cafe

Through a conversational technique called World Café, groups of individuals may discuss important issues and discover their creative side. This has nothing to do with controlled action or issue resolution. The creators, David Isaacs and Juanita Brown, came up with this straightforward yet creative approach in 1995.

The World Café Community Foundation is a great place to get information; you can find them at www.theworldcafe.com. Their method for using this technology is summarized in the box below. Setting the scene includes determining the subject, who has to be invited, how long it will take, and what the best possible result is. Choosing and setting up a hosting place should prioritize comfort and refreshments above chilly, impersonal design. Next, a café atmosphere is set up, complete with little tables with pens, flowers, candles, and maybe even washable tablecloths.

After then, the groups are asked thought-provoking questions. Sometimes a single question is asked, while other times more in-depth questions are asked. The questions that spark interest and enthusiasm in the group and are pertinent to the members' problems should be chosen by the facilitators. Effective questions expose presumptions, encourage in-depth reflection, look for the practical, and create new opportunities. It seems that questions that concentrate on definitions, the facts, or what went wrong are less productive. To guarantee that everyone may participate, it's critical to take turns throughout the debate and to link various points of view. Individuals are encouraged to use pens to graphically record their evolving discussions on the fabric before moving on to other surfaces to contribute to their evolving images. As newcomers start by discussing the topics of their earlier conversation, the original speaker stays behind to recap the topics that have been covered. The dialogue becomes deeper and new opportunities start to present themselves. After the talks, participants are encouraged to summarize the topics that resonated with them the most and share them with the group. Others may then be asked to comment on what they heard that surprised or was new, and to contribute exclusively on that line of inquiry. The facilitator generally records all of this on flipcharts [11], [12].

The role of leaders in complex change was discussed. We defined "facilitators of emergent change" as leaders who work under the tenets of the flux and transformation paradigm. This provides us with a solid foundation for considering a leader's involvement in complicated transition. We added that setting the proper governing principles, permitting the appropriate level of connection, and emphasizing critical concerns were the three primary responsibilities of this kind of leader, but that these three duties just touched the tip of the iceberg. The goal of leadership, according to open space technology pioneer and ardent supporter of self-organization Harrison Owen, is to "liberate the human spirit to achieve its potential." He makes the point that many leaders squander a great deal of time and energy trying to project an appearance of structure and control.

It seems that if leaders are to really assist emergence, they must go beyond the boundaries of structure and organization. Wheatley reads from a pretty beautiful poem that sums up the difficulty many of us have in trying to make sense of the reality of a complicated world. Wheatley exhorts leaders to guide with ethics, values, and vision. This entails co-creating a vision that penetrates the organization and capitalizes on its inherent capacity for self-organization rather than constructing a singular vision that shines so brilliantly that it has its own strength. Nonetheless, the challenge faced by many leaders is that, in contrast to

conventional forms of authority, their vision and values seem "a bit soft." As a result, they may feel vulnerable and helpless in the absence of the accustomed means of control.

Additionally, Wheatley stresses the need of forging a fresh connection with knowledge in order to appreciate it for all of its vivid, alive aspects. She observes that leaders have a bad tendency. Leaders often want certainty and perceive only the huge patterns and significant gaps in the information they receive, rather than focusing on the little variances in the information. They could favor snap judgments over more considered, thoughtful ones. According to her, leaders must maintain a steady flow of knowledge and see it as sustenance rather than a source of power. Wheatley continues, "We seem to need leaders rather than bosses in this chaotic and complex world; people who help their staff members embody organizational values and have a strong sense of purpose." Strong rules and a clear objective are more successful at controlling than policies and procedures, which limit inventiveness. Scharmer also sees a deeper spiritual aspect to organizational or communal endeavors, yet he is a strong proponent of self-organization. Something divine occurs when we perceive and intuit together, and something new arises from the space between us.

Leadership, according to Scharmer, is "sensing and actualizing emerging futures." He points out two crucial learning strategies that are both necessary for long-term organizational performance. The first is to consider the past in a manner that challenges our conventional understanding of what happened. The second is to stop acting out patterns from the past and start sensing and embodying the emerging future as it emerges out of the mist between us. He discusses the "letting come" and "letting go" processes, which are the foundation of generative learning and which leaders must comprehend. Being courteous, engaging in heated discussion, or practicing dialectic are not the goals of this procedure. It entails genuine contemplative and productive discourse. According to Scharmer, a leader's job is to set up the circumstances so that others might "shift the place from which their system operates." Scharmer's work has a spiritual character that transcends the everyday discussion that forms the basis of complex responsive process theory. Another crucial trait that writers discussing the nuanced perspective of transformation advocate for in leaders is presence. If emergence facilitators want to be fully attuned to the intricacies of organizational life, they must embody presence. This entails being more aware of the subtle complexity of the world as it presents it and less fixated on the world of goals and performance metrics. It also entails being more present in the "here and now" moment.

CONCLUSION

Unlike giving instances, storytelling turns out to be a potent sense-making technique that may sway attitudes and mold knowledge. The story highlights how tales have a temporal logic, the capacity to transition from the past to the present, and the power to create opportunities for the future. Storytelling is a powerful tool that leaders may use to elicit strong emotions from their teams, provide a balanced perspective on suggested changes, and start important dialogues. The importance of dialogues is emphasized as one of the key strategies for overcoming complexity. This is especially true when it comes to group storytelling and organized discussions like World Café. It is said that dialogue is a means of sharing ideas and suspending prejudices in favor of a variety of viewpoints. Whole system methods are presented as treatments that use big group interactions and self-organization to handle complicated organizational difficulties. Examples of these techniques include World Café, open space technology, and future search. In the last section of the story, the function of leaders in complicated change is examined, and they are portrayed as "facilitators of emergent change." It is the responsibility of leaders to go beyond established frameworks, adopt a new attitude toward information, and foster an environment that supports self-organization. The story

promotes leaders who are a living embodiment of the ideals of the business, who have a clear sense of what they want to accomplish, and who encourage thoughtful, productive conversations that go beyond traditional arguments. Essentially, this investigation offers a comprehensive comprehension of the complicated dynamics associated with organizational transformation, imploring leaders to negotiate intricacy via a sophisticated strategy, inventive instruments, and a sharp comprehension of the interaction among authority, contradiction, and organizational instruments.

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