

Tools and Leadership Qualities for Change Implementation

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Abstract

The change has been always the most difficult challenge of human race. Change is part of life doesn't matter if the change was to start walking after months toddling when we were a babies or if is it change in a company management style. The question is why change is easier to say then to do. This paper looks in to the challenges associated with the start of change in a company environment and will examine different tools which are available for leading change. Other points covered in this paper will be leadership qualities and formulating a vision as those are considered enablers for success.

Keywords

Change Management Tools, Comparison, Leadership Qualities, Problem Causes Detection, Vision

1. Introduction

It is not long ago when it was allowed to smoke in every pub or restaurant and it was normal. It was the way people lived, it was the way we do things around. However, since 2006 when a public health act was implemented things has changed. Nevertheless it took many years until it got stuck in humans mind that we do not smoke in restaurants because this is how we do thinks around (Reid, 2013). In case of smoking policy there was a big effort done by health organisations who lead change to success. However not every change program end so well and research show that about 60% of all change programs fail. (Beer, Eisenstat and Spector, 1990; Jørgensen, 2008; Hayes, 2014). Question is why is implementing of change so difficult. Based on literature review the major answer on why the change afford fail is a lack of leadership and insufficient vision (Kotter, 1998; Hayes, 2014).

The implementation of a change follow number of stages as is shown in the Figure 1. Each stage bring challenges which needs to be overcome and change behaviour of employees is seen as the most difficult task to do.(Kotter, 1998; Burnes, 2004; Hayes, 2014)



Figure 1: Implementation of change adopted from (Hayes, 2014)

2. Change Management

Whether the change is minor or major, the Leader who lead the change effort will experience some kind of resistance to the proposed change from both teams Stakeholders and employees. This was recognized by experts in the field who designed models which guide leaders through change and curb resistance. Some of the most known methods are shown and compared visually in Figure 2. Due to variety of internal and external environmental factors changes are always different. For this reason understanding of benefits of different change management tools and methods is essential to be able to use them accordingly to the situation.

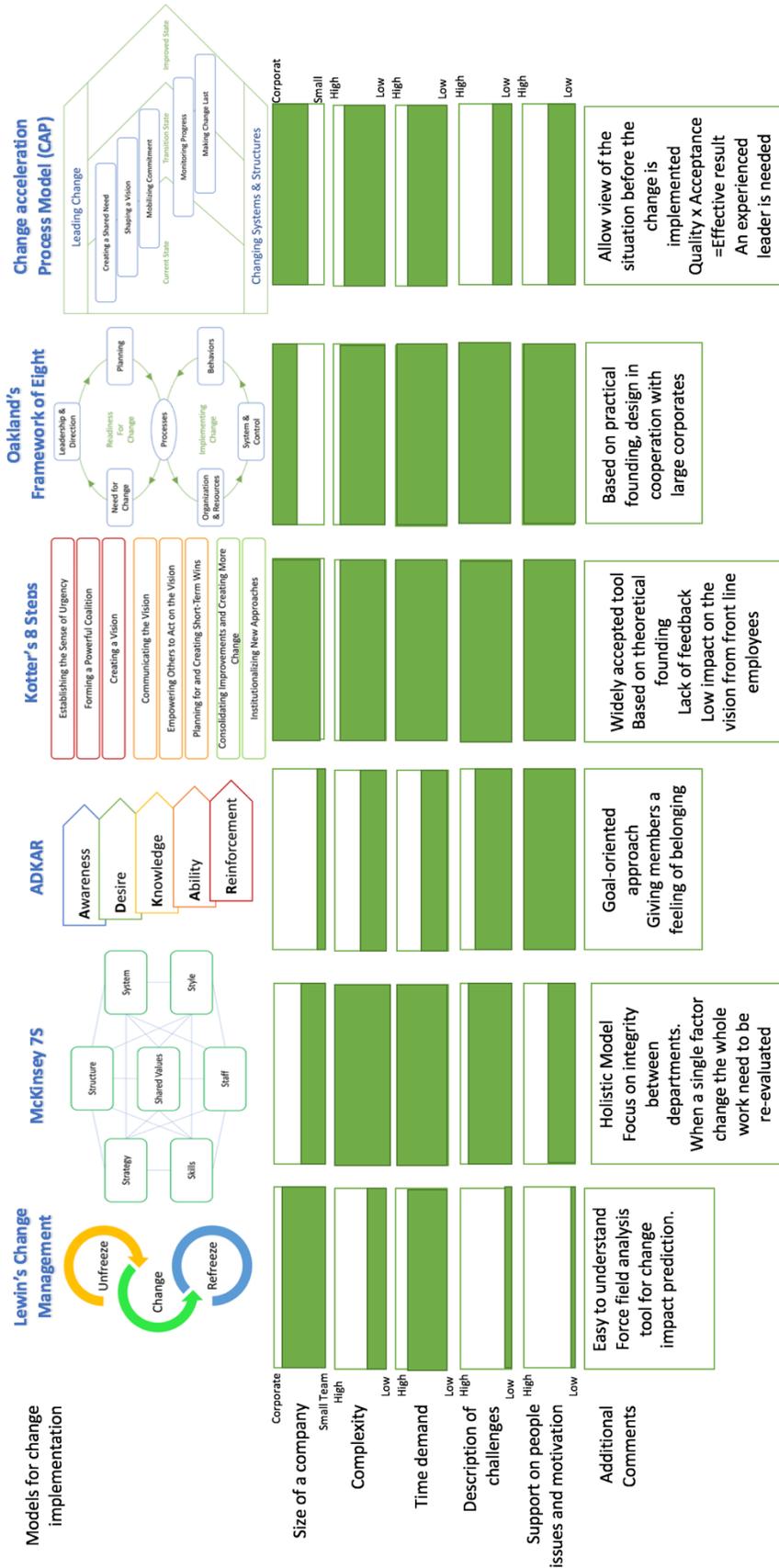


Figure 2: Change Management Models comparison

2.1. Lewin's Change Management Model

(Hayes, 2014) describe it as a simple visualisation tool which help leader understand the actions which need to be taken during the change process. (Burnes, 2004) highlight its focus on quantitative analysis but stress importance of qualitative means as well as it point that people and their respond to change is important factor when implementing change. Stages of Lewin's model can be seen in Figure 3.

Downside: Problem of this model is hidden in assumptions conclude (Galli, 2018) as it hope that people will accept the change if there is enough motivation. However it doesn't give an advice on how to motivate them or how to deal with people resisting change. (Zentner, 2015)add, also the structure of this model is loose as it give just blurry description of the change process. (Kotter, 1998) disagree with refreeze stage, due to the volatility of business market which require agility to change.

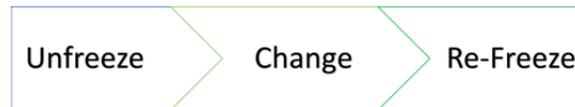


Figure 3: Lewin's Change Management Model

2.2. McKinsey 7S:

It is a complex holistic model designed for internal micro analysis which determine strengths and weakness(Burnes, 2004). It focusses on integrity between departments and communication. It allow company to look in to changes from strategy, structure or other perspective, see Figure 4. When applied for change management purpose it help to generate trust and “provide comprehensive roadmap to introduce implement and integrate change with highly anticipated outcomes”(Zentner, 2015, p. 30)

Downside: (Galli, 2018) conclude, due to complexity of this method is a challenge to lead the change process. (Zentner, 2015)argue that due to interwoven structure of the model if one aspect change, it will affect all others.

2.3. Change Acceleration Process Model (CAP)

Flexible model designed for large organisations which work in nonlinear manner, see Figure 5. (Polk, 2011) interpret, it monitor the process of change before implementing change. It is designed to overcome resistance and gain acceptance of the change processes for faster implementation in to business practices. It is based on equation $Quality \times Acceptance = Effective\ result$.

Downside: Heavily relies on leader and communication to get everyone on board. (Galli, 2018)(Polk, 2011)

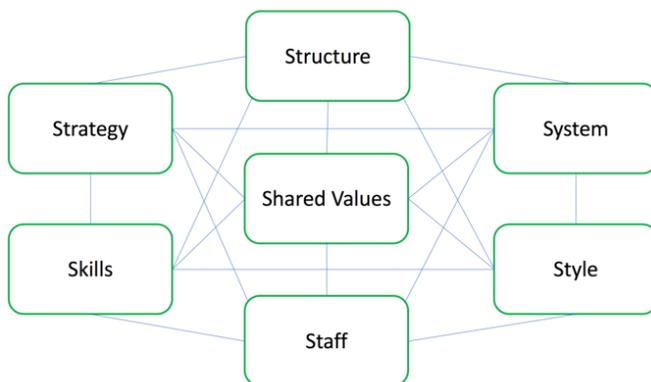


Figure 4: McKinsey 7s
Source (Hayes,2014)

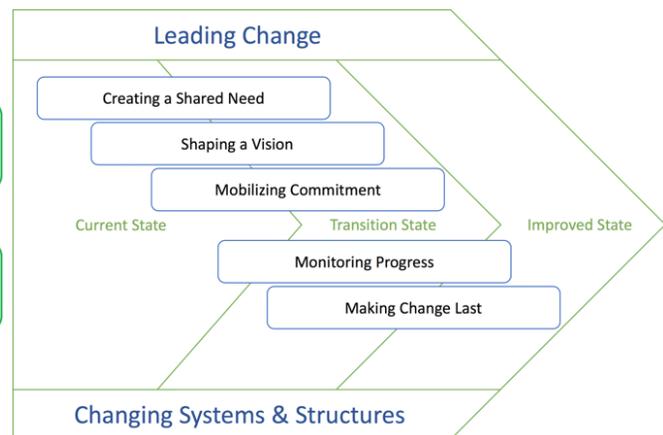


Figure 5: GE Change Management Accelerator (CAP)
Source: (Polk,2011)

2.4. ADKAR

Compare to other models this one does not focus on steps which need to be taken but rather on goals which leaders should achieve (Burnes, 2004). The focus of this model is given on interaction between leader and employees to make them feel like that the leader care about them to generate trust and drive to common goal. This is done by focussing on employees acceptance of the change (Galli, 2018). See Figure 6. Since this method focus on individuals it is suitable especially for project teams and small and medium size companies (SMEs)

Downside: Not suitable for large scale implementations in organisations with complex structure (Status.net, 2019). (Galli, 2018) indicate that in case the leader is looking for macro level change and is not sure about depth of the problem this tool will not be helpful



Figure 6: ADKAR

2.5. Kotter’s 8 Steps

Is a complex structural tool which provide clarity on beginning, managing and sustaining change see Figure 7. It stress communication and readiness of employees for change (Hayes, 2014). (Kotter, 1998) describe it as ensuring that people are on board with the leader. (Hayes, 2014) point that in each of the 8 steps it give precise advice on how challenges in the step should be handled and highlight pitfalls in each stage. Also control points are regularly checked which ensure that the projects will not suffer from scope creep as it control critical elements of project plan through the whole change process. This is supported by incorporate relevant leaders, stakeholders and team members to carry out effective change. (Burnes, 2004) It can be practical especially in cases where companies were holding status quo for too long and also for an organisation with classic hierarchy structure.

Downside: (Galli, 2018) point, due to top down approach employees can’t have input before strategic vision is created, and there is also lack of feedback from front line employees during implication of change. Other problem is that if different departments the stages are happening in different time, the coordination is tricky.

2.6. Oakland’s Framework of Eight

Great visualisation tool which describe sequence of actions in which change is delivered as well as consequences of not fulfilling recommended actions. (Hayes, 2014) justify it is practical for complex large organisations as it divide change process in number of steps. (Oakland, 2014) stress the change is not only about changing people behaviour but also about agenda for change and how you are going to measure it. See Figure 8. Change is a continuous challenge which need to be faced this is addressed by never-ending figure of 8 which start from Need for change every time again.

Downside: Complex and time consuming approach.



Figure 7: Kotter’s 8Steps
Source: (Kotter, 1998)

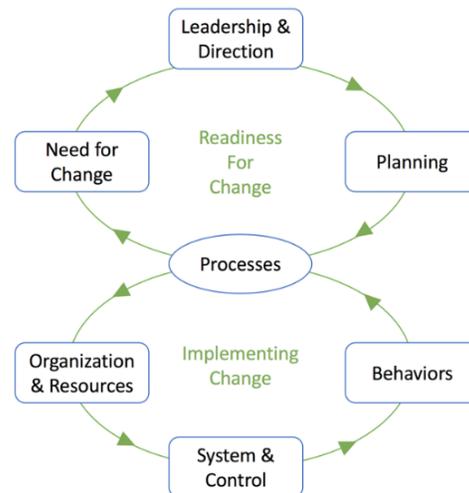


Figure 8: Oakland’s Framework of Eight
Source: (Hayes, 2014)

3. How to start the change

First challenge is to recognize the need for change. As Lewin describe it in his model the current state needs to be unfreeze by change motivator or else change does not occur. Tom Poter and John Kotter put a strong emphasis on this

point by saying that it is impossible to do a radical change if the head of department or organization is not new leader, great leader or change champion. . (Mason & Nery, 2008,p102) If the head of organization do not believe that there have to be a change done, or is not willing to put all his afford in to making change happen, there is no way the change will happen. (Kotter, 1998, p. 3)call firs step as “Establishing a Stage of urgency” since he believe that if the leader do not surprise people in the organisation with shocking news it is difficult to mobilize them to look out of the box to observe changes in the market and new opportunities. (Kotter, 1998, p. 4) add that “This first step is essential and because just getting transformation program started require the aggressive cooperation of many individuals. Without motivation, people won’t help the effort go nowhere.” This step looks easy but based on research it fail in over 50% of cases(Burnes, 2004). (Hayes, 2014) agree with Kotter, but also worry that such a news often harm the stock prices. To understand who will be affected (Athuraliya, 2019) recommend to apply stakeholder analysis, where stakeholders are first identified in stakeholder map and prioritizes to understand amount of attention which need to be given to each of them. Prioritization should consider their importance as well as influencing power.

4. Leader for change

Leader need to bring people together to focus on shared goal. Kotter found that leader need 75% of the managers to understand that “To keep the status quo seems more dangerous than to lurch into unknown” .(Kotter, 1998, p. 5). (Burnes, 2004) apprise this by saying that without a strong leader and powerful coalition change afford is waste of time. (Hayes, 2014, p. 176) interpret this point as “Aligning” where he promotes understanding of common sense of direction and vision. Vision will be studied in section 6. Formulating the Vision. (Kotter, 1998) argues that central feature of a modern organization is interdependence, where no one has complete autonomy, most members of the organization interact with others by their work, technology, management system and hierarchy. Kotter argues that this linkages present a special challenge when organisation attempt to change because unless individuals line up and move together , they will get in each other’s way and fall over another. Authors generally agree that leaders’ task is to go out to ensure effective communication. ADKAR model stress in “awareness stage” leaders ability to explain why the change needed to be done especially to resistors(Status.net, 2019). (Burnes, 2004) believe that leader need to be confident to openly talk about challenges which might need to be overcome during change short time business result jeopardization. An another commonly agreed quality is ability stimulate managers in the company to also become leaders, because destabilized company is something what managers particularly hate and will try to stop(Hayes, 2014). However, the market never stop changing so it shouldn’t the company. Leader for change was defined in literature review where (Magsaysay et al. 2017) have done an intensive comparative research on leadership qualities needed for implementing change, where findings from five implicit leadership theories were compared and foundlings are shown in the Figure 9.

	Implicit leadership theory (USA) (Offermann <i>et al.</i> , 1994)	Implicit leadership theory (China) (Selvarajah and Meyer, 2008)	Implicit leadership theory (Malaysia) (Subramaniam <i>et al.</i> (2010)	Change leadership theory (Marcus and Pringle, 1995)	Change leadership theory (Buchanan and Boddy, 1992)	Implicit change leadership (this study)
Personal characteristics	1. Sensitivity 2. Tyranny 3. Intelligence 4. Devotion 5. Charisma 6. Attractiveness 7. Strength 8. Masculinity		1. Aware of information 2. Skillful and intelligent	1. Appetite to learn		1. Character 2. Resilience
Manifest behaviors: strategy		1. Have strategic vision for the organization			1. Clarity in specifying goals	3. Strategic and technical competencies
Manifest behaviors: execution			3. Make great efforts to perform tasks in an outstanding manner 4. Organize followers or resources to do a particular task 5. Negotiates effectively	2. Change mastery 3. Managing resistance	2. Flexibility in responding to change	4. Execution competencies
Manifest behaviors: people		2. Give recognition for good work 3. Create a sense of purpose and enthusiasm in the work place	6. Able to deal with others on favorable terms 7. Increases the level of confidence among subordinates	4. Influence without authority	3. Stimulating motivation and commitment in others 4. Selling plans and ideas to others	5. Social competencies

Figure 9: Leadership qualities adopted from: (Magsaysay, Jowett and Hechanova, 2017)

The research shown that resilience and strong characters are vital to pronounce need for change which resonate in the stakeholders. In the same time leader has to be able to listen others opinion to shape implementation tactic accordingly to the need of situation. Kubler-Ross studied people behaviour during change and developed Change Curve figure 10 that describe what psychologic state are the people going through from the moment when change is announced until is fully integrated. Studies focused on this behaviour change give advice how to help people overcome each stage.

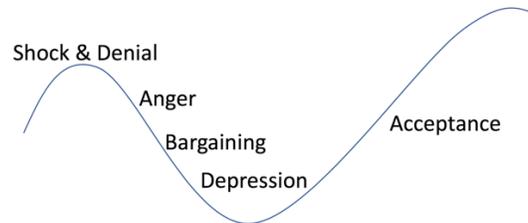


Figure 10: Kübler-Ross Change curve

(North, 2014) apprise, to overcome the decrease of moral quickly the leader need to be able to communicate the need for change as something what is needed because the world is changing, rather than presenting it as something what is more effective. Because not all the people within the organisation are in same stage and they often get the feeling that the way they have done it before was the best, and the boss is telling them that they were doing it before is wrong (Hayes, 2014; Slidemodel, 2019). (Burnes, 2004) support this point by saying that people go through the stages in different moments so manager need to be sensible to understand it. (Kotter, 1998) stress that “elephant” may appear and block the progress. Kotter explain that elephant is often in employees imagination and may require the leader to change their worldview or work with them to develop the confidence they require to proceed with the change. This is why (Hayes, 2014) see enabling personality and patience vital character for leader. (Kotter, 1998) detected lack of patience as critical point which often lead to failure of change effort. (Clarke, 2010) recommend to use a visualisation, to walk people through what will change, to make them understand that the good thinks will stay the same and what was not as good will get better as is shown in Change impact model in Figure 11.

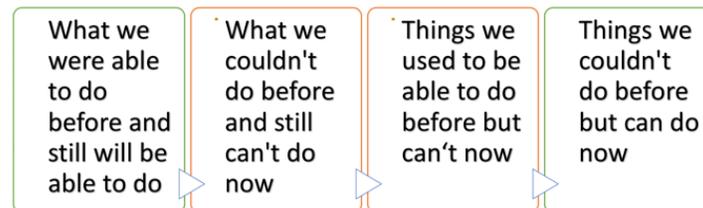


Figure 11: Change Impact, Adopted from (Clarke,2010)

(Duck, 1998, p. 64) criticise that leaders often give people to much responsibility but do not prepare them psychically, by doing so they often set them up to fail. It is like a football, you cannot take someone from the street and send to play a premier league game and expect from him to score a goal. Leaders need to be able to understand people capabilities and be able to support them accordingly. Emotional intelligence is an aspect to enable leaders to understand people around them. (Duck, 1998) conclude that humans are powered by feelings and if we want them to do something differently leader has to make sure that others feel good about the changes which are coming. Leadership is complex task and doing a change is not an easy job.

5. What cause the problems and need to be changed

Leaders and ability to step back and observe what is happening in the company as well as in other parts of market need to be used. (Church, Hurley and Warner Burke, 1992; Hayes, 2014) point that change agenda is often done by senior staff however people in multiple level of organization can contribute to the change as well. Most often those who see opportunity for change first are those who are directly in contact with customer and they are usually those who learn first about shortcoming of competition product. (Hayes, 2014, p.49) “*Stress that recognizing and using valuable information that scattered around the organization is one of the key business challenges of today*”. (Kotter, 1998) has shown an example of a company where open questioners were given to customer and employees to uncovered core problem. (Church, Hurley and Warner Burke, 1992) support this point by stressing importance for open communication to create a discussion in and outside of the organization. Next key point is that change cannot be understood as something what you do in sections or pieces. (Duck, 1998, p. 57) describe that managers often take a need for change and brake the need for change in small pieces like in the case of TQM but they do not recognize that “*The task is to manage the dynamic not the pieces. The challenge to innovate mental work, not to replace physical*

work. The goal is to teach thousands of people how to think strategically, recognize patterns and anticipate problems or opportunities before they occurs.”

Clarke (2010) recommend tool to enhance discussion which he call Renovator Delight and is shown in Figure 12. He ask what part of employees work would be in each of this boxes. This tool is especially helpful for finding misalignment in internal communication of the company. Other tools such a SWOT, PESTEL or Poter’s 5 Forces is practical to define position of a company in the market and factor which might impact it. (Burnes, 2004; Hayes, 2014; Procházka, Krejčířiková and Krejčíř, 2019) All agree that use of visualization tools is essential in this stage to manage discussion between the stakeholders to find opportunities for change. Tools should be easy to use as the Threat-Opportunity matrix recommended by (Galli, 2018) which is shown on the Figure 13.

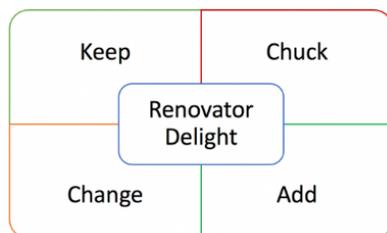


Figure 12: Renovator Delight
Adopted from (Clarke, 2010)

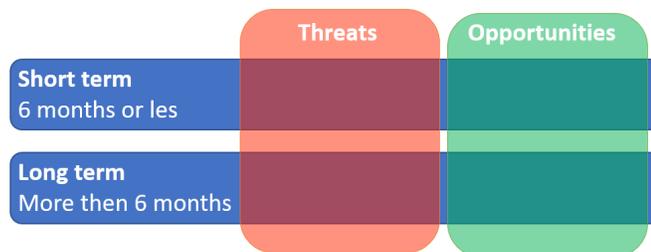


Figure 13: Threats Opportunity Matrix
recommended by (Galli,2018)

6. Formulating the Vision

People need something what they can believe in and follow. (Collins and Porras, 1998, p. 23) interpret “A well-conceived vision consist of two major components: core ideology and envisioned future”. Authors agree that having a vision help companies to promote changes. As (Kotter, 1998,p8) conclude “In failed transformations you often find plenty of plans and programs, but no vision”. (Collins and Porras, 1998) have done an intensive research in to building a vision and they stress that vision should be easy to understand and as (Kotter, 1998, p. 9) promote “If you are not able to communicate vision in less than five minutes you are not done”. Vision is supposed to enhance communication about change. If there is something easy to share with colleagues it will spread quickly throughout the company. However this is not so common, leaders often have many complicated points which are difficult to describe even for them in 30 minutes meeting (Collins and Porras, 1998) . This is definitely not something what catch people attention. Vision should be the topic which enhance communication between colleagues during lunch time. So make it simple and share it.

(Ancona *et al.*, 2007, p. 99) argue that “even the most completing vision will loose its power if it floats, unconnected, above the everyday reality of organization life.” So leader should make sure to establish vision that will resonate but also walk the change.

7. Conclusion:

This paper focus on change of management. It examines six change management methodologies which can be used for implementing change. This are Lewin’s 3 steps, Kotter’s 8 steps, McKinsey 7S, ADKAR, Change Acceleration Process Model (CAP) and Oakland’s Framework of Eight. It is defined that choice of methodology depend on the environment in which change is supposed to be implemented since none of the tool is universal. Differences between tool are discussed and downsides highlighted to enable leader choose a tool which fit to situation.

The paper continue with implementation of the change from leadership perspective, which start from recognizing need for change and continue with leadership qualities needed to implement the change. The major quality for leader is determined to be ability to listen and communicate with employees to get people on board, since change cannot be made without strong coalition. Kubler Ros change Curve is recommended to be used as it helps the leader to understand what are employees going through. Other visualisation tools which are available for leader are shown to enhance change effort.

Last section focus defining core problem and formulation of vision. Good vision need to be easy to communicate between employees and should contain two messages which are core ideology and envisioned future. As it was defined by (Oakland, 2014) that 90% of change efforts are struggling in this stage so do not repeat this mistake.

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Bibliography

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