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ROLE OF LEADERSHIP IN CHANGE MANAGEMENT

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Abstract

The main aim of that paper is to discover the role of leadership in change management process. The finding are based on extensive review of literature, in order to find out the leadership factors that make easy to modify in an organization. The research find that, that basic leadership and management practices are connected with the core competencies of an organization to attain wanted results. Many organizations are applying change management practices to attain organizational growth for long time continued existence. In our paper study we only determined on Change-A planned movement, Leaders as a change agent, Change as a process, Change management, and Leadership style/leaders for change management.

Key words: Leadership; Change Management; Planned Change

INTRODUCTION

Change is an incomplete usual process. For a winning organization, modify is meant to be implemented at three different levels, i.e., individual, group and organization. At every stage of change, leadership plays unlike role as it's the near responsibility of a leader to manage the people and make their pains to be at their best in good deed of change for an organization. Change management is an necessary area of attentiveness for the fit growth of any business, it is important even for the survival of any organization in today's business world. winning change in any organization is not possible without the active contribution of management.

Every livelihood creature is unwilling to change, whether it's a planned change or unintended change. Respondents of change are artificial by both outside factors (outside the organization) and internal factors (inside the organization); study reveals that internal factors are actually the management style and leadership that power the procedure of change (Chirimbu, 2011). (Smith, 2005) measured the inherent puzzle of organizational change: that people, the human resources of organizations, are both an necessary factor in organizational change and, at times, the biggest obstacles to achieving change. Therefore, it is finished that important constituent for a successful change in any organization is "Leadership". Leaders are known as "Champions of Change"- as it is the top management of any organization who keep the process of change going on and maintaining the functioning reliability of the organization (Nadler & Nadler, 1998).

Objectives of the Study

The Objectives of the study is to give a clear understanding of how leadership facilitates the process of modify in an organization and also the change organization process.

- ❑ To discover the importance of leadership in an organization.
- ❑ To recognize leadership qualities for an effective process of change.
- ❑ To exemplify the significance of leadership for change management.

Change - A Planned Activity

According to Ajay (2002), change is an irrational and moving process. Being a leader of change, one has to centre more on human aspects of change as persons are the major actors in sphere of academic capital. Organizational change is a many-sided and long term task. A change organization is really a very important plan in conniving how the organization is to move from its current state to a wanted future state. Organizational change is a intended action as it serves as a connection between the dissimilar parts of a



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change process, setup priorities and timelines, transmission responsibilities, establishing mechanisms for reconsider and amendment where essential. For an efficient change management process, it is necessary to be correctly planned. well-organized planning for change must begin well before changes are to take result and conversation should be done (Smith, 2006). For successful competitions of any change management plan, it needs to be right planned and fully budgeted. Along with these important constraints, leadership is also a spirit for the manager to capture employee back into work and to produce maximum benefits from change. This concludes that leaders are more affective than managers during the process of change (Bejestani, 2011).

Change as a process

Change as a process was being conceptualized by Lewin in 1947. He segmented the change as a process with three phases:

(1) unfreezing—it is about readiness to change means it includes getting a point of an considerate that change is necessary and to be get ready for leaving the current state of comfort for the sake of future benefits;

(2) moving—At this period, people have to move self-assured to adopt a new changed setup. People are mainly afraid from this stage of change process as they have to leave their current ease zone; and

(3) Refreezing—in third stage change is conventional as a new norm in an organization and now the change is a part of custom process. Lewin also optional that though common sense might bend toward increasing influential forces to convince change, in many illustrations this might arouse an equal and conflicting increase in resisting forces, the net effect being no change and greater worry than before. An awareness of the need for change is the start of the whole change process. A total assessment of the current situation is necessary to begin the process of implement any kind of change in an organization unluckily this kind of appraisal may take longer time than management have (Armstrong, 2003). Galpin (1996) has proposed the strategic steps leaders necessitated to make use of the well-organized change process. These steps were:

☐ **Defining the need to change:** At the first step, it is necessary to identify the need of change after the assessment of present situation.

☐ **just beginning a vision of the result of modify:** For an effectual change process, it is necessary to develop some obvious dream about the outcomes or result of the change in an organization.

☐ **Leveraging teams to plan, test, and apply changes:** To get the best likely desired outcome, it is essential to authorize teams that can design, test and put into practice strategies through which change efficiency can be certain.

☐ **Addressing the educational aspects of the organization that will help and maintain change:** The process of change must have to slot in with the culture of an association as it will make easy change to hit up with the future challenges

☐ **Developing the essential attributes and skills needed to lead the change effort:** Last but not the least, for successful competition of alter process, certain attribute and skills are considered necessary to be developed.

Leaders as alter Agent

Leader means an important person who has the authority or power to manage a group of people and get it prearranged for a particular task or objective. Leader has a clear dream for the wellbeing of his organization and development of his association. Leadership is that excellence of leader by which he leads the team or his group (Bass, 1985). Leadership has six basic character character named as;



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self self-assurance, ambition, drive and obstinacy, practicality, psychological openness, appetite for learning, originality, fairness, dedication. To occupy other members of team in choice making is also the part of leadership. Senge (1990) illustrates three basis kind for a being to be in a leadership role in the contemporary day organizations and they are of an designer, a teacher, and a custodian. These three virtues assist in descriptive mission, vision and values; identifying strategies, structure and policies; generate efficient knowledge processes; and facilitate subordinate to develop their mind model continuously and think methodically. A well urban leader Steve Job's leadership style revolve around main two concerns; (i) perseverance is the key, (ii) novelty brings leadership. Steve Jobs believes that persistence is the key towards the successfulness of any leader. His approach towards his work, related Job's leadership style as task oriented leadership. Whereas his second belief indicates that his leadership style is also comprise of people oriented leadership. Innovation brings leadership means that the leader engages his team to be an significant part of decision making. This developed attitude of the leaders creates a sense of belongingness in the members of team and motivates them towards their assigned work or duty, which in the end increases the efficiency of the work.

For an effectual change, the study reveals that charismatic leadership and faith in top management both are significant. They are powerfully concurrent (positively) with change implement behavior, monitoring of anticipators, management level, and department connection (Michaelis, Stegmaier & Sonntag, 2009). It is the leadership's behaviour that makes the change situations more effective (Higgs & Rowland, 2005).

In response to today's socioeconomic environment for successful organizational development, the key defined by Darling & Heller (2009) is personified in the managerial leaders' attitudes, and the commensurate thoughts and feelings communicated (vibrated) to the universe, both inside and outside of their organizations. additional Study reveals that leaders must have to understand the reasons for the failure of change in any organization. They have to develop capabilities to be a successful change agent (Manikandan, 2010).

Change Management

Change management is an necessary area of attentiveness for healthy enlargement of any business, it is significant even for the continued existence of any organization in today's business world. Change management has extremely focused on people, individuality and the patterns of human communication. Change organization will be the core capability of the business leaders in twenty-first century.

Therefore being clairvoyant change agents, leaders will be necessary to be more authority and motivational. blinking changes make most terrible involve on the capabilities of leadership (Nadler, Shaw & Walton, 1995). Even after functioning of change, the duty of leader does not end. Change is the one steady, one can easily anticipate.

But in business, it's vital that organizations build up a change management approach through which they can rely on to diminish both usual and unexpected changes. That way, they can meet any challenge head-on and not be derailed by whatever changes come their way (Gans, 2011). Nickols (2010), states that there are four basic definitions for change management. These four definitions are:

❑ **The job of managing change:** Firstly the meaning of change management referred to the term, '**the job of managing change**'. Managing change can be illustrated as making of changes in a intended and managed way, secondly to manage the reply to changes on which organization have some manage. It also includes managing crash of change on people.

❑ **An area of expert practice:** Change organization is an area of professional practice where organization is managing the universal process of change that is laid maintain to by professional change agents.



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☐ **A body of information:** Change organization is a body of information that consists of the models, methods and techniques, tools, skills and other forms of information that go into making up any change practice

☐ **A control device:** Change management is about jealous and monitoring the standards, needs, processes and procedures through which effectual change can be bought in the routine system of any organization.

Leadership Style

Important constituent for a successful change in any organization is “Leadership” - leaders are the role replica personality in any community. There are different styles of leadership explained by theorists, and every style has its own crash on change management. Lowder (2009) have discussed Leadership Model for Change Management, he concludes that Transformational leadership focuses on organizational development where as servant leadership have concern about the development of followers. In today’s dynamic business environment, for developing best follower ship and change management dealing – Transformational Leadership model is best.

Change management will be the core capability of the business leaders in twenty-first century. Therefore being prophet change agents, leaders will be necessary to more skillful and motivational. Discontinuous changes make worst affect on the capabilities of leadership (Nadler, Shaw & Walton, 1995).

Leadership style and employees’ trust in top management are highly positively related to behavior involved in implementation of innovation, for controlling individual differences and department affiliation (Michaelis, Stegmaier & Stonntag, 2009). Nadler & Tushman (1990) state that it’s only “Charismatic leader” that has particular quality to mobilize and sustain activity within an organization through specific personal actions joint with apparent personal characteristics.

At last phase of “Change Management Life Cycle” leaders are the one who have to direct any change. They have to help the person to expand skills that make easy them to cope up with the changes. winning change leaders have to pay become aware of in the direction of the launch, implementation and filling of the particular change effort (Herold & Fedop, n.d).

Change management is a process that include various skills i.e., leadership development (ability of top management to get trust of internal customers in them), marketing and sales ability (to make awareness about the consequences of change) and message skill (gather support for the choice to change (Kaminski, 2000). Lack of any of these skills may have bad crash on the efficiency of change management process in an organization.

According to Ajayi (2002), the change leader needs following capabilities:

- ☐ **Superhuman strength of mind to make the change occur**
- ☐ **perseverance**
- ☐ **energy**
- ☐ **A enough mandate that stems from personal change; and**
- ☐ **First rate cleverness.**

Without strong management, effective managerial change won’t ever be likely. Managing alter in an effectual manner requires change best that can lead a team which have bravery to drive alter properly in an alive system. As change is a alteration process, therefore the agents of change (leaders and management) must have to force a supportive reply for change from the stakeholders (Kotter, 2007). deficiency of clear



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understanding of change achievement methods and the incapability to adjust one's management style or organizational functions are quoted as hurdle to success (Bossidy & Charan, 2002; Gilley, 2005).

The creative writing reveals that basic leadership and management practices are linked with the core competencies of an organization to achieve wanted outcomes (Goonan & Stoltz, 2004). Leadership is an significant essence for change management process as by definition, change requires new system formation and then institutionalizing the new innovative approaches. Primarily, the transformational leadership is considered as leadership method having capability to increment change fully in an organization (Eisenbach, Watson & Pillai, 1999).

creative thinker transformers are necessary to bring quality-led strategic change (Nwankwo & Richardson, 1996). In today's contemporary era of technical advancement, every organization is aggressive to get an edge over its contestant and to do so organizations are necessary to be more adaptive towards change. To meet up with the challenge of twentieth century, organizations are required to be transformed into learning organizations at first stage, in order to become world class organization. For alteration of a traditional organization into a learning organization, the basic required essence is leadership. That can elucidate the vision and mission of the organization, assist the employees to total their target and help them to get established in new inventive and learning environment (Singh, 2011).

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