Assignment #4: Leading a Continuously Changing Organization

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As a leader within any sort of organization, it is important to know how to properly lead and manage the organization in order for it to be successful. Change is going to take place in any sort of organization, no matter how big or small the organization is. In the paper at hand, the author was given a scenario to act as a chief executive office for an organization to help bring about change within the organization. Acting as a chief executive officer, the author was responsible for knowing leadership theories and how to use them in the organization, how to use the theory on a diverse population, how to assess for effectiveness of the theory being used, and how the author’s leadership style would be either an asset or drawback for the organization as a whole. All these areas are important for a chief executive officer to understand in order to properly lead an organization.

**Foundational Theories**

The organization in question is needing to change in order to survive, and as the acting chief executive officer, it was important to understand the proper foundational leadership theories that could be used to help lead this organization through change. One theory that can be used within the organization in question is Burke-Litwin’s change model, which is composed of twelve different elements to bring about and monitor change within an organization (Stone, Brown, Smith & Jacobs, 2018). The twelve elements that can be seen within the Burke-Litwin change model are composed of external environment, mission and strategy, leadership, culture, structure, systems, management practice, working climate, tasks and skills, individual needs, motivational level, and performance of individuals (Bejinariu, Jitarel, Sarca & Mocan, 2017). The advantage to using this theory within an organization is that it actually looks at the entire picture of the change process and using it can actually help bring about a change within an organization. One of the strong parts of this theory and model is that it is centered on the use of communication as well as the impact that the change will have on the associates that work within the organization (Bejinariu, Jitarel, Sarca & Mocan, 2017). The reason why this is one of the best theories to use in the proposed situation is because it looks at moving some of the operations off-site and offshore. This means there could be a major impact on the associates that work within the organization, and it was made clear that the board of directors was wanting to do everything within its power to take care of the new and tenured associates that work for the organization. Using this theory allows a chief executive officer to look at the associates and how it will impact them.

Another theory that can be used in conjunction with this theory is Lewin’s change theory, which developed a three-stage model for change that includes unfreezing, change, and then refreezing the behavior back into place (Endrejat, Baumgarten, & Kauffeld, 2017). Under the unfreeze, the leader determines what needs to be changed and must understand the doubts and possible concerns of making the change within the organization (Endrejat, Baumgarten, & Kauffeld, 2017). The change portion of this theory is when communication really takes place, and you empower the associates to make change and be involved in the change process (Endrejat, Baumgarten, & Kauffeld, 2017). Once the change has taken place, the last step is to refreeze the changes that were made and to find ways to support and sustain the change (Endrejat, Baumgarten, & Kauffeld, 2017). During the change and refreeze portion is when training would take place to ensure that associates are properly trained and to know how to carry out the desired behavior (Endrejat, Baumgarten, & Kauffeld, 2017). The reason why this theory could be used in conjunction with the theory of Burke-Litwin’s change model is because it ensures that the associates are being worked with and that training is being carried out for the associates to be successful with the change that is taking place. Using both of these models and theories to implement the change is beneficial for the organization as a whole since there is the need to possibly affect some of the associates with job elimination as a result of moving some of the work of the organization offshore.

**Application of Theories**

As chief executive officer it is important to know how to properly apply these theories to a diverse population and allow the changes to be successful. One way to understand how to apply these theories is to look at the possible issues or challenges that could come up during the change process. One challenge that could come up within the organization are because of the tension that might take place between the old and new associates of the organization and their views on the need for change. Another challenge that could come up is moving some of the operations of the organizations offshore. Both of these challenges can be looked at to determine how the theories can be used with a diverse population. Both Lewin’s three stage theory and

Burke-Litwin’s change theory actually require the leaders to work with the associates and collaborate with them in order to help motivate them and bring about change. Under both models it includes working with the associates and ensuring that they are properly trained and prepared for the changes to take place. By ensuring that associates are properly trained and that there is good communication in place can reduce tensions between a team of associates (Kakar, 2018). Both theories in question are centered on keeping associates informed and in the scenario at hand communication is key to keep any sort of tension from taking place amongst the new associates and the old associates. As chief executive offer one could easily use the old associates as mentors of the new associates on the way the organization works and how it could be done better to best suit the associates. By doing this it would allow old associates to buy into any sort of change that might take place within the organization.

The other challenge that was identified was the need to put some of the operations of the organization offshore and overseas. The Burke-Litwin’s change model is centered on the external model, which includes looking at the environment outside the organization to help lead the changes that need to take place within an organization (Bejinariu, Jitarel, Sarca & Mocan, 2017). A chief executive officer needs to look at the external environment to determine what is needed for the organization in order to stay relevant and to last well into the future. If the external factors are ignored within an organization, then it could mean that the organization will not survive that long in the future. Once the external factors are identified and the needs are noticed, then as the chief executive, it can be determined if it would be beneficial for the organization to move some of the operations overseas. If it is determined if the operations need to be moved overseas, then it could cause some conflict with the associates because it could mean that some might fear they will be let go. To counter this, it would be important as chief executive officer to have clear communication and to use Lewin’s change theory to listen for any sort of doubts and concerns of the associates or stakeholders (Endrejat, Baumgarten, & Kauffeld, 2017). Having good communication in place can prevent rumors from spreading. It is also possible that moving some operations overseas could help other parts of the operation grow, and it could mean that associates will not need to be terminated. The author previously worked in Human Resources and had a scenario take place that required two entire departments to be eliminated due to going to a third-party vendor that better met the needs of the organization. Doing this, it was identified there was a need for more staffing in other departments due to customer demand. As a result, the majority of staff was retained in other positions and retrained for new positions. Doing this resulted in employee morale going up, because it showed the associates that they were cared about and that the organization would look out for them in times of change. In the scenario at hand, it would be handled the same way. For anything that was moved overseas, the impacted associates would be moved around the organization and retrained in their new positions. Retraining associates and motivating them would involve using the Burke-Litwin’s change due to the fact that it includes looking at the needs of the associates and motivating them to work towards bringing about the change. Knowing how to apply both these theories within the organization can actually allow for the change to take place and be successful.

**Effectiveness of Foundational Theories**

As chief executive officer, it is important to know how to determine if the foundational theories are effective. As chief executive officer, one could look at the change that is taking place and see if it was successful in being carried out. If the change was successful in being carried out, then it can be determined that the theories were indeed effective. One aspects of the Burke-Litwin’s change model is to look at the associates and their work unit and how they are working with the leaders and the other associates of the organization (Cooper, 2015). Using this aspect of the theory, one can look at the effectiveness of the implementation of the theory because it can allow one to determine if associates are working well together or if they are working against each other. If the associates are working well together, then it can be determined that the implementation of both theories has been successful up to that point. If the associates are working against each other, then it could mean there is tension and the models were not followed correctly or any concerns that came up were not addressed at the appropriate time. In other words, the way to assess the effectiveness of the theories is to look at how the associates and the organization is operating. If it is operating smoothly, then it can be considered successful. If it is not operating smoothly, then changes need to be made to make the changes that are being worked towards more successful.

**Leadership Style**

When acting as chief executive officer, one would need to know the leadership style they would use in order to determine if they would be an asset or a drawback for the organization. The author of this paper would more than likely lead the organization with a transformational leadership style. The transformational leadership style is one that focuses on team building, motivation, and collaboration in order to help bring about change within an organization (Deinert, Homan, Boer, Voelpel & Gutermann, 2015). Based upon the author’s previous experience in human resources, it was found that when working together with associates and motivating them to work towards any sort of change was the best approach. When associates are working together anything is possible within an organization. By working with the associates, one could set goals for them and help them meet their goals in order to help bring about the change within the organization (Deinert, Homan, Boer, Voelpel & Gutermann, 2015). This type of leadership style could be considered an asset to the organization and the scenario at hand because working together with the old associates and the new associates could really be successful if done the right way. Instead of having these associates compete with one another, the leader could have these associates work together on bringing about the change. As chief executive officer, one could use the old associates in a manner that could use their experience to make the changes a success.

**Conclusion**

As chief executive officer, one has to be aware of many different things in order to be successful. The chief executive offer has to be able to understand the different change theories that are available to be used within an organization, as well as to know how to determine if the theories would be appropriate to use in the scenario that is presented. It is also important to know if the theories that are being used by the chief executive officer are effective. If the theories that are being used are not effective, then it could mean that the changes that are being worked towards are not going to be successful. Knowing and understanding all these areas could allow the chief executive officer to be successful in bringing about change for their organization.

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