

## Unit 17

# Understanding and Leading Change

**Unit code** A/508/0529

**Unit level** 5

**Credit value** 15

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### Introduction

The aim of this unit is to prepare students to anticipate, plan and deliver organisational change. In addition students will be able to predetermine appropriate and timely interventions required to maximise the benefits and minimise the risk of organisational change.

On successful completion of this unit students will have developed sufficient knowledge and understanding of leadership in the context of organisational change to make an effective and immediate contribution to the way in which an organisation determines and responds to change drivers. Students will also be in a strong position to contribute to change initiatives as well as to consider the strategies required to change resisters.

### Learning Outcomes

By the end of this unit a student will be able to:

- 1 Compare ways in which change impacts on an organisation's strategy and operations.
- 2 Evaluate the influences that drivers of change have on organisational behaviour.
- 3 Determine how barriers to change influence leadership decision-making.
- 4 Apply a range of leadership approaches to a change initiative.

## Essential Content

### LO1 **Compare ways in which change impacts on an organisation's strategy and operations**

*Change as a constant requirement:*

What is change in a business context?

How does position and perception influence a view of change as negative or positive?

Types of organisational change:

To include structural and strategic, and people and processes.

*Drivers of change:*

Consideration of internal and external drivers which could be based on a PEST and/or SWOT analysis.

*Dealing with change:*

To include planned and emergent change, strategies for change and the Bohner and Arnold Change Impact Analysis.

### LO2 **Evaluate the influences that drivers of change have on organisation behaviour**

*Change and the impact on organisational behaviour:*

Considering the psychological impact of change on people.

How change impacts on team dynamics and how people are led and managed.

*Recognising drivers of change:*

Using analytical tools such as PEST and SWOT.

Selecting the most significant drivers in a given context.

*Responding to drivers of change:*

Using systems theory and continuous improvement models to predict and proactively plan for change.

Using the Burke-Litwen model to make the change process efficient and effective.

### **LO3 Determine how barriers to change influence leadership decision-making**

#### *Initiated or imposed change:*

Deciding to be pre-emptive and proactive or responsive and reactive will be based on the situation and the nature/scope of the change.

Adaptive and constructive change.

#### *Barriers and resistance to change:*

Using a force field analysis to understand likely opposition and support for change in a contemporary context.

Schein's organisational culture model, self-efficacy perceptions and situational resistance when determining barriers.

#### *Leadership and decision-making:*

Doing the right thing is important when dealing with change as change mostly affects people. Decisions should be considered with this in mind.

### **LO4 Apply a range of leadership approaches to a change initiative**

#### *Situational leadership:*

The context of a task/activity/challenge determines the appropriate leadership style/approach.

#### *Initiating change:*

Where change is initiated then leaders have more control, more time and, therefore, more opportunity to select the best approach to apply.

When change is imposed then these opportunities are reduced or even negated.

#### *Change theories, concepts and models:*

The key theories, concepts and models, including Kotter's 8-step Change model, Lewin's change management model, change through strategic communication, change and movement through leadership, the principles of change leadership.

## Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<b>L01</b> Compare ways in which change impacts on an organisation's strategy and operations		<b>L01 and L02</b> <b>D1</b> Draw conclusions and recommendations with valid justifications for planning effectively for change and applying change impact analysis.
<b>P1</b> Compare different organisational examples where there has been an impact of change on an organisation's strategy and operations.	<b>M1</b> Assess the different drivers for change in each of the given examples and the types of organisational change they have affected.	
<b>L02</b> Evaluate the influences that drivers of change have on organisational behaviour		
<b>P2</b> Evaluate the ways in which internal and external drivers of change affect leadership, team and individual behaviours within an organisation. <b>P3</b> Evaluate measures that can be taken to minimise negative impacts of change on organisational behaviour.	<b>M2</b> Critically evaluate the long term implications of internal and external drivers of change within an organisation.	
<b>L03</b> Determine how barriers to change influence leadership decision-making		<b>D2</b> Make valid decisions and outcomes based on force field analysis in the context of meeting organisational objectives.
<b>P4</b> Explain different barriers to change and determine how they influence leadership decision-making in a given organisational context.	<b>M3</b> Use force field analysis to analyse both driving and resisting forces to show how they influence decision-making in a given organisational context.	

Pass	Merit	Distinction
<b>L04</b> Apply a range of leadership approaches to a change initiative.		<b>D3</b> Critically evaluate the effectiveness of leadership approaches and models of change management.
<b>P5</b> Apply different leadership approaches to dealing with change in a range of organisational contexts.	<b>M4</b> Evaluate the extent to which leadership approaches can deliver organisational change effectively applying appropriate models and frameworks.	

## Recommended Resources

### Textbooks

LEWIS, L. K. (2011) *Organizational Change: Creating Change Through Strategic Communication*. Chichester: Wiley-Blackwell.

MEE-YAN, C-J. and HOLBECHE, L. (2015) *Organizational Development: a Practitioner's Guide for OD and HR*. London: Kogan Page.

NORTHOUSE, P. G. (2010) *Leadership Theory and Practice*. 5th Ed. London: SAGE.

PENDLETON, D. and FURNHAM, A. (2012) *Leadership: All You Need to Know*. London: Palgrave Macmillan.

STANFORD, N. (2013) *Organization Design: Engaging with Change*. 2nd Ed. London: Routledge.

### Journals

*Journal of Change Management*

*Journal of Organisational Change Management*

*Leadership*

### Links

This unit links to the following related units:

*Unit 4: Management and Operations*

*Unit 12: Organisational Behaviour*

*Unit 20: Employee Relations*

*Unit 21: Strategic Human Resource Management*

*Unit 35: Developing Individuals, Teams and Organisations*

*Unit 36: Human Resources – Value and Contribution to Organisational Success*