

# Unit 24: Understanding and Leading Change

**Unit code** K/618/5075

**Unit level** 5

**Credit value** 15

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## Introduction

'Change is the only constant in life' (Heraclitus, 500BCE). Whatever industry, whatever position you are employed in, there is always change. As such, businesses need to adapt and change with the changing business environment. Organisations are seeing change at a more rapid speed than ever before. Technology is playing a big part in this increased pace of change. Change leaders are evident in all business sectors and in a variety of roles within an organisation.

In business, change is all around in all areas of an organisation, from minor process changes to large-scale structural change. The aim of this unit is for students to understand the different types and scope of change that may occur in an organisation. The unit will aim to illustrate the drivers/triggers for change and how they vary and affect organisations in different ways, including the degree of impact and management's response to change. Students will gain an appreciation of how the depth of change can influence organisational behaviour both during and after the change.

On successful completion of this unit, students will be able to apply a range of change management concepts, including diagnosing driving/resisting forces, planning for change and dealing with change in organisational settings. This will put students in a strong position to contribute to change initiatives in the workplace.

## **Learning Outcomes**

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

- LO1 Produce a comparative analysis of the different types and drivers of change in business
- LO2 Evaluate the impact of change on organisational behaviour
- LO3 Investigate how forces driving and resisting change influence leadership decision making
- LO4 Recommend a range of leadership approaches to change initiatives.

## Essential Content

### LO1 Produce a comparative analysis of the different types and drivers of change in business

#### *Types of organisational change:*

Change in a business context, including large scale, e.g. radical, discontinuous, revolutionary and small scale, e.g. incremental, evolutionary.

Different types of change that include planned or emergent, initiated or imposed.

Types of internal organisational change: structural, strategic, people and process change.

Individual, group and organisational levels of change

#### *Drivers of change:*

Internal and external drivers of change, e.g. PESTLE, core competences. To include identification and selection of the most significant drivers in each context.

The impact of technologies, including mobile devices, cloud computing, Artificial Intelligence (AI), cognitive computing, data analytics on the speed of change and as a driver of change.

The digital transformation of organisations and the change business model.

### LO2 Evaluate the impact of change on organisational behaviour

#### *Change and the impact on organisational behaviour:*

The impacts of change at individual, group and organisational level.

The psychological impact of change on people and the implications of change.

Impact on team dynamics and how people are led and managed.

The influence of position and perception on differing views of change, negatively or positively.

#### *Readiness to change:*

Learning organisations.

The use of systems theory, systems leadership and continuous improvement models to predict and proactively plan for change.

*Measures to minimise impact change:*

Different perspectives to dealing with change.

Change impact analysis, e.g. Bohner and Arnold, and impact analysis techniques

The importance of stakeholder analysis and communication in change.

Application of the Burke-Litwin model to make the change process efficient and effective.

### **LO3 Investigate how forces driving and resisting change influence leadership decision making**

*Barriers and resistance to change:*

Different levels of resistance, e.g. individual, group and organisational levels.

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

The use of force field analysis to understand likely opposition and support for change.

*Leadership and decision making:*

Leadership ethics for effective decision making, e.g. respecting and valuing diversity, values and ethical beliefs.

Speed of change, e.g. pre-emptive and proactive or responsive and reactive.

The impact that the scope of the change may have on decision making.

Responding to barriers and resistance to change.

### **LO4 Recommend a range of change leadership approaches to change initiatives.**

*Leadership approaches:*

The context of a task, activity or challenge to determine leadership styles and management approaches, e.g. situational leadership, transformational leadership and psychodynamic approaches.

'Nudge' theory and influencing behaviours.

### *Initiating change:*

The impacts of change initiated by leaders, e.g. increased control, time and increased opportunity to select the best approach to apply.

The impacts of change that is imposed, e.g. opportunities are reduced or even negated.

The use of change agents in initiating and aiding change.

### *Change models:*

The benefits and disadvantages of the key models of change, including:

- Kotter's 8-Step Change Model
- Lewin's change management model
- McKinsey's 7 S model.

Kotter's Dual Operating system, which addresses both entrepreneurial ideas and strategy.

Change Kaleidoscope and the application of power politics and culture to change.

Change through strategic communication, the principles of change leadership.

The use of the ADKAR model (Awareness, Desire, Knowledge, Ability and Reinforcement) to identify why change is difficult and why changes succeed or fail.

## Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<b>LO1</b> Produce a comparative analysis of the different types and drivers of change in business		<b>LO1 and LO2</b> <b>D1</b> Make justified recommendations that would minimise impact of organisational change on organisational behaviour.
<b>P1</b> Review a range of contemporary examples of organisational change and their impact on business operations.  <b>P2</b> Compare drivers for change and their influence on organisational change.	<b>M1</b> Analyse drivers for change and the types of organisational change they have affected.	
<b>LO2</b> Evaluate the impact of change on organisational behaviour		
<b>P3</b> Analyse how leadership and individual behaviour in organisations can be affected by change.  <b>P4</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 change on organisational behaviour.	
<b>LO3</b> Investigate how forces driving and resisting change influence leadership decision making		<b>LO3 and LO4</b> <b>D2</b> Critically analyse different leadership approaches and models in relation to the drivers and resisting forces.
<b>P5</b> Investigate the forces for and against change and how they affect leadership decision making in organisations.	<b>M3</b> Apply force field analysis to analyse both driving and resisting forces to show how they influence decision making in organisations.	
<b>LO4</b> Recommend a range of change leadership approaches to change initiatives.		
<b>P6</b> Recommend change leadership approaches and models to change initiatives for given situations.	<b>M4</b> Analyse the use of leadership approaches and models for given situations.	

## Recommended Resources

### Textbooks

- CAMERON, E. and GREEN, M. (2019) *Making Sense of Change Management*. 5th Ed. London: Kogan Page.
- DAWSON, P. and ANDRIOPOULOS, C. (2017) *Managing Change, Creativity and Innovation*. 3rd Ed. London: Sage.
- HODGES, J. and GILL, R. (2015) *Sustaining Change in Organizations*. London: Sage.
- LEWIS, L. K. (2019) *Organizational Change: Creating Change Through Strategic Communication*. Chichester: Wiley-Blackwell.
- MEE-YAN, C-J. and HOLBECHE, L. (2015) *Organization Development: a Practitioner's Guide for OD and HR*. London: Kogan Page.
- NORTHOUSE, P. G. (2018) *Leadership Theory and Practice*. 8th Ed. London: SAGE.
- PENDLETON, D. and FURNHAM, A. (2016) *Leadership: All You Need to Know*. London: Palgrave Macmillan.
- STANFORD, N. (2018) *Organization Design: Engaging with Change*. 3rd Ed. London: Routledge.

### Websites

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| <a href="http://www.businessstrainingworks.com">www.businessstrainingworks.com</a> | Business Training Works<br>Resources<br>(General reference)                         |
| <a href="http://www.managementtoday.com">www.managementtoday.com</a>               | Management Today<br>Leadership<br>News and industry articles<br>(General reference) |
| <a href="http://www.mindtools.com">www.mindtools.com</a>                           | Mind Tools<br>Leadership<br>Change Management<br>(General reference)                |
| <a href="http://www.strategy+business.com">www.strategy+business.com</a>           | Strategy and Business<br>Leadership<br>(Articles)                                   |

## **Links**

This unit links to the following related units:

*Unit 4: Leadership and Management*

*Unit 20: Organisational Behaviour*

*Unit 46: Developing Individuals, Teams and Organisations*

*Unit 47: Human Resources – Value and Contribution to Organisational Success*