

Change Leadership and Management

Students Name

Institution Affiliation

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Michael Joseph an astute people manager as expected made it at 0900hrs on 22<sup>nd</sup> May 2011, an hour before the scheduled meeting. He exudes confidence and his unassuming eyes roves all over the place as if justifying the environment he was in. The interview lasted precisely one hour, and yes it was as thrilling and informative as expected. He is my epitome of change. Michael Joseph in his quest for change has over the years focused on coaching, communication and focus as key amongst other competencies for change leadership. He argues that, just as the three appear so do the sequence of positive change in any organization (Vroom & Jago, 1988). One has to come up with precise individual objectives before carrying out plans for the rest of the team. This is a tough position to take because one is meant to develop trust, motivate and support individual member's performance.

Joseph hints that, the turning point of any change leader occurs when they face their first obstacle and are discouraged. Leaders have to understand that they are looked upon as a source of inspiration. They are human beings and are bound not to have the same enthusiasm day after day. One has to be able to communicate effectively and generate an elaborate feedback system which will bring about any new development in the path of focus on any particular goal. Focus entails putting down a concise vision and always making sure team members are aware of the teams overall mission in implementing a certain change factor. Joseph emphasizes that, a leader who says team members are not following, in fact is the one who is lost. Individual attitude to participate in change within the specified mission suggested is what comprises of perceived change in an organization. The change leader has to keep this active in member's minds in order to win their impartial commitment to set goals. Readiness for change in any organization is

always a factor that is ideally unpredictable. Each member has a totally different degree of appreciation. Human beings are habitual creatures hence view any change whether good or bad with suspicion. Just like organization, each member who persists to understand and get used to transition always succeeds in his responsibilities.

Michael Joseph keeps in mind the five key principles of change in mind when he effects change. This guides him through method formulation, processes and how to handle and pay attention to assumptions made by leaders during a change. The leader has to understand the five principles which are; each individual will react differently to change, each member has fundamental needs that have to be met, change always involves a loss thus some individuals will have to undergo a loss curve, expectations have to be taken care of in the most realistic of manners and fears have to be dealt with (Heifetz , 1994). Joseph has encountered two major challenges in the church which touch on the principle that each individual has unique reaction to change and that fears have to be met. Setting up of projects, like purchasing chairs project, was not easy. The church members were stuck in religious reasoning and wanted to justify everything by religion. It was difficult to introduce cost cutting measures away from the normal channels of operation. Taking away tender from a well known supplier who was in the church committee to give it to a non member who was less costly and efficient dint go down well with majority of the members. Joseph had to resort to the third principle that change involves a loss knew that he had to be firm and through communication, let the church members understand that familiarity and religion at times has to be put aside for effectiveness or maximum performance. (Hemphill, 1949).Therefore, Joseph had to shift their focus from religion perspective to performance (Montana & Bruce, 2008). He found a way to make them look at the project from a financial and

realistic point of view. The Nine step program includes; preparation to lead the change, create organizational vision, commitment and capability, assess the situation to determine the decision requirement, design the desired state, analyze the impact, plan and organize the implementation, implement the change, celebrate and integrate the new state then, learn and course correct.

Joseph through experience and consistency in leadership has made him over time go through the change process steps almost without reference. He is soft but firm in issuing guidance. This makes some members take up most of his time explaining and following up on prior and well communicated deadlines, while trying to keep up with his own budgeted timeline. As a good change leader, he recognizes this weakness and went ahead to explain how he embraced the sub delegation of duties to supervisors whom he picked basing on their hard lined position on time management (Spillane. et al, 2010). His strength lies in excellent interpersonal and communication skills. He has set up a timetable in which he coaches individual members on responsibility for various functions.

Various leaders assume their thought of what change is one that should be implemented, people need pressure to change and that change takes time. Joseph is therefore confident to suit in the position because naturally he takes into consideration the three assumptions and takes time to learn and address the needs of his team in planning for any change. His thorough understanding of the managerial skills required and constant practice makes him stand out from the rest. He is a keen planner and organizer who employ's ultimate control in leadership. The interview opened my eyes through major ways which have enabled me look at situational changes with a positive eye, especially from the challenges. Stress management is important, if one has to maintain sanity in effecting subsequent steps in the change plan. If one breaks down at

the initial implementation stages, then a flop in complete execution could arise due to errors that arise from illogical thinking. Change always comes with extra commitment including a cut down in social life for a leader. Family pressures among other non-work related ones can't be put on hold. One has to have a clear schedule and involve his family fully in order to have them adjust to this change duration long before an emergency occurs (Hemphill, 1949). One has to first listen to the reasons for the members opposing the change. This gives room for them to hear you out too. This is important because it always yields a compromise point under extreme circumstances. A leader always has to remember to treat them with respect at all times. Joseph's dilemma arose when he had to hand tender to an outsider (Heifetz , 1994). He had to use his people skills by first calming the church member. Initially he was hostile and vented out his anger, and this was great. He soon calmed down and Joseph ensured that he involved him full time in the project as an observer and official. This made the member feel valued and with time he fully cooperated voluntarily. Joseph set up a lot of informal training to other members and kept on coaching. This ensured he kept on learning too and he was needed for something at some point at all times.

Improvement in leadership change management starts by a leader realizing and accepting the fact that they are performing lower than what they are capable of doing. Ownership of this variance in output between ones maximum potential and their actual potential exercised makes it easier to adapt to means that can close down the gap between the two. A change leader can perform better through various ways. Joseph should now resort to support of a trained professional coach who will purely monitor and control performance of members. This should be able to give him some more time for self re-energizing. He should also encourage more teamwork because this always ensures majority of the members have a taste of leadership in one

way or another. This goes a long way into developing more leaders thus a reduction in his supervisory roles. Joseph should also hold constant forums whereby he reminds the members of the organizations vision. This often acts as a rejuvenator and motivator in achieving set short term goals. Once the team is rejuvenated, there should be creative ways to keep the liveliness going for longer. This can be done by organizing surprise progress evaluation parties which will offer rewards for top performers, and recognize members who are on track in achieving individually assigned targets. He can then find a way of monitoring progress day by day and posting each members progress on an open surface whereby everyone can access and compare with their colleagues. This can serve as a way to remind those who are lagging behind unknowingly, that others are way ahead. To establish team work and inter-self supervision, he should then put them in various competing groups so that they develop a way of encouraging one another and assisting for the good of the team. This should go a long way of making change viewed as a positive factor of the organization, since performance will be duly noticed and appreciated (Montana & Bruce, 2008).

In conclusion, one has to always be aware of effects of change around them and much more cautious of change that they create around him. Merits of leadership change can be brought about if various reasons. The leader is adequately remunerated for the position held. Income should be able to make them feel worthy of the job and not to meet their basic needs and comfortable private lives as always assumed. A worker who feels good for being paid reasonably in relation to work done always can't complain about salary. Successful leaders should be supplied with reasonable resources to meet their set targets, given enough time to oversee set projects without external pressure and finally, a successful change leader should have a team that

he trained and are willing not only to celebrate good outcome but to share and learn from failed change efforts.

## References

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