

THE MANAGEMENT OF ORGANISATIONAL CHANGE: A CRITICAL ISSUE FOR LEADERSHIP

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ABSTRACT

To prevent an organization from becoming “stranded on the mudflats of an obsolete ideology” one must become a champion of change. The literature on the subject indicates that the nature of the change is secondary to the perceptions that employees have regarding the ability, competence, and credibility of senior and middle management. Change is inevitable in organizations, irrespective of whether it is reactive or planned. It is of strategic importance that organizations anticipate the need for change and take the necessary steps to manage the situation before it is imposed on them (planned or controlled change), rather than only to react the change when it occurs (reactive change). To manage change effectively, we need to be aware about the factors responsible like Who, What, Why, When, etc. of change and moreover need to know that there are other stakeholders who are going to be affected by these changes. We need to take them into confidence and should involve them in making the changes successful. This paper is an attempt to find out the factors responsible for change and to analyze the importance of change in organizations.

INTRODUCTION

Focusing on what is changing; organizations need to understand what they need in order to stay the course. Technology has transformed the way enterprises create value to the customers. It is being used as a strategic weapon by companies operating in a dynamic environment.

The survival and sustenance of an organization depend on its ability to redefine goals and adapt itself to the new ways of doing things (Malhotra, 2001). These trends suggest that private and public organizations have to reinvent themselves through ‘continuous non-linear innovation’ in order to sustain themselves and achieve strategic competitive advantage.

Today’s business world is highly competitive. The way to survive is to reshape to the needs of a rapidly changing world. Resistance to change is a dead-end street for all the organizations.

Customers are not only demanding excellent services, they are demanding more. If you do not supply it, your competitors will. Organizations are reshaping themselves to change quickly in order to meet the needs of their customers. The organization’s top leaders know that they

cannot throw money at every problem but they need highly committed and flexible workforce. As a leader, one needs to emphasize action to make the change as quickly and smoothly as possible. "Resistance is futile," but need some solution to make the people accept the change.

OBJECTIVES FOR THE CHANGE MAY BE:

- Moving from good performance to great performance
- Reducing costs
- Turning around a crisis situation
- Completing or integrating a merger
- Expanding geographically
- Splitting up or divesting part of the organization
- Preparing for market liberalization
- Have not experienced a significant transformation in the past years

The amount of change in organizations has grown tremendously over the past three decades, and the rate of change will only accelerate in the next time to come. No wonder change, and leadership through change, is foremost concerns for leaders of today.

Twenty-first century business change must overcome over managed and underled cultures. Because management deals mostly with the status quo and leadership deals mostly with change, in the coming time we are going to try to become much more skilled at creating leaders.

Granted, managing change is important. Competent management is required to keep change efforts on track. But for most organizations, the much bigger challenge is leading change. Only leadership can blast through the many sources of corporate inertia. Only leadership can motivate the actions needed to alter behavior in any significant way. Only leadership can get change to stick, by anchoring it in the very culture of the organization.

But leadership as Kotter stresses: cannot be confined to one larger-than-life individual who charms thousands into being obedient followers. Modern organizations are far too complex to be transformed by a single giant. The leadership effort must have support from many people who assist the leadership agenda within their sphere of activity.

LITERATURE REVIEW

There has been a considerable body of literature dedicated to assisting organisational leaders in their endeavours to implement change (Holt, Self, Thal & Lo 2002). Many authors concur that the prime task of leaders is to bring about change and that leadership and change management are indeed inextricably linked (Burnes 2003, Stoker 2006, Maurer 2008). Robinson and Harvey (2008) maintain that the acceleration of globalisation has resulted in a tumultuous state of change as organisations struggle to adapt to new models of leadership. Consequently, few would dispute that with such increasing globalisation, deregulation, rapid pace of technology and shifting social and demographic trends that leading organisational change is one of the most critical elements in the success of an organisation (Graetz 2000).

Senior & Fleming (2006) states, manager must always be the leader while a leader could lead without being the manager. We can see the role of leadership anywhere and it is inseparable in our daily life. Lord, De Vader and Alliger (1986) concluded that a successful leader could be intelligence, having an extrovert personality, dominance, masculinity, conservatism and being better adjusted than non-leaders. Al Gini (1997) notes that leader's first and central job is to focus on creativity and communicate a clear vision, what is needed to be achieved and the expectations from their followers. Al Gini's (1997) has also supported Kotter's distinction of leadership with management.

NATURE OF CHANGE IN ORGANIZATIONS

According to Stephen P. Robbins *“Change is concerned with making things different. Things must be different because they change constantly. Technological development changes the methods of producing goods and services. Jobs become increasingly complex and technologically more interdependent. People receive more education and demand more control over their work environment. Concerns over energy shortages, full employment, and the environment call for an increased role for government. In addition, there is increasing internalization of business. Organizations today compete in world market. All these developments make change inevitable and pervasive in organizational life”*.

To quote another definition, “When an organizational system is disturbed by some internal or external forces, change frequently occurs. Change, as a process, is simply modification of the structure or process of a system. It may be good or bad, the concept is descriptive only.”

Change agent, change intervention and change targets are the related terms which play a major part in the change process, thus needs clarification. *Change agent* is the person who acts as a catalyst, and assumes the responsibility for managing the change process. *Change intervention*

is a planned action to make things different. *Change targets* area individuals and groups who are subject to change.

A) Major changes over the time throughout their growth:

1. **Formative Period** – This is when a new organization is just getting started. Although there is a founding vision, there are no formal definitions. This is just as well because normally there are a lot of experimentation and innovation taking place. These changes of creativity and discovery are needed to overcome obstacles and accomplish breakthroughs.
2. **Rapid Growth Period** – Direction and coordination are added to the organization to sustain growth and solidify gains. Change is focused on defining the purpose of the organization and on the mainstream business.
3. **Mature Period** – The strong growth curve levels off to the overall pace of the economy. Changes are needed to maintain established markets and assuring maximum gains are achieved.
4. **Declining Period** – This is the rough ride. For many organizations it means downsizing and reorganization. To survive, change includes tough objectives and compassionate implementation. The goal is to get out of the old and enter into something new. Success in this period means that the four periods start over again.

B) Other major areas in which change arises with the demand of time:

- **Market Changes:** The market changes, customers want more or less of goods or services, competitors have begun to get ahead in race, world's events have changed the nature of people's expectations, raw materials shortages have arisen or their prices shot up. All these made us to create specific changes in our business.
- **Technological Changes:** Due to advancement in technology we need to change our technology which we were good at. This is required to re-establish price advantage, quality pre-eminence or diversification into new products.
- **Organizational Changes:** Induction of new technology might require new styles of organization, new skills, and the upgrading of old ones. The number of operating sites may be reduced. People may find themselves performing totally new functions, which they may or may not like. The only way to stay in business may be merger or to be the subject of takeover, friendly or hostile. It is an endless cycle.

TYPES OF CHANGE

According to K. Harigopal (2001) change occurs because of intense competition among companies, change in government policies and when there is a failure in business strategy. Changes can be of different types as stated under:

Fundamental Change: occurs when there is a change in organization's purposes or in its goals.

Operational Change: occurs when we want to improve the quality, quantity or unit cost of operation in developing products/services.

Planned Change: occurs because of certain internal and external demands.

Transformational Change: occurs because of basic shift in goals.

Revolutionary Change: these are sudden changes e.g. automation.

Recreational Change: occurs when an organization wants to be entirely different from the one which is present.

Strategic Change: takes place when there is change in most of the organizational components.

Anticipatory Change: occurs when there is a change as a result of an event.

Total Change: occurs when the entire existing system needs a revamping.

HOW SUCCESSFUL COMPANIES CAN ENGAGE THEMSELVES IN TRANSFORMATION?

- By engaging and energizing organization through ongoing communications and involvement (e.g., short-term wins, celebration of success, symbolic actions etc.)
- By establishing clear executive sponsorship and conducting ongoing monitoring to hold people accountable for impact
- By deploying talented resources to carry out effort and build required skills
- Mobilizing senior team and group of change leaders to model desired changes
- By organizing transformation into a clear structure made up of readily understandable sections

- By focusing efforts on both corporate performance (significant near-term impact) and corporate health (sustainability and continuous improvement)
- By creating and communicating emotionally compelling narrative about transformation (change story)
- By reinforcing and embedding change by using performance targets and incentives
- By ensuring frontline staff felt ownership of change

RESISTANCE TO CHANGE:

Resistance to change is a common phenomenon for individuals and organizations. There are a number of different reasons why people resist major changes in organizations (Connor, 1995), and they are not mutually exclusive. Few of them are discussed here:

1. **Lack of trust.** A basic reason for resistance to change is distrust of the people who propose it. Distrust can magnify the effect of other sources of resistance. Even without an obvious threat, a change may be resisted if people imagine hidden, ominous implications that will only become obvious at a later time. Mutual mistrust may encourage a leader to be secretive about the reasons for change, therefore further increasing suspicion and resistance.
2. **Belief that change is unnecessary.** Resistance is more likely if the current way of doing things has been successful in the past and there is no clear evidence of serious problems that require major change.
3. **Belief that the change is not feasible.** Even then problems are acknowledged, a proposed change may be resisted because it seems unlikely to succeed. Making a change that is radically different from anything done previously will appear difficult if not impossible to most people.
4. **Economic threats.** Even if a change would benefit the organization, it may be resisted by people who would suffer personal loss of income, benefits, or job security. The latter concern is especially relevant when change involves replacing people with technology or improving processes to make them more efficient.
5. **Fear of personal failure.** Change makes some expertise obsolete and requires learning new ways of doing the work. People who lack self-confidence will be reluctant to trade procedures they have mastered for new ones that may prove too difficult to master.

6. **Loss of status and power.** Major changes in organizations invariably result in some shift in relative power and status for individuals and subunits. New strategies often require expertise not possessed by some of the people currently enjoying high status as problem solvers. People responsible for activities that will be cut back or eliminated will lose status and power, making them more likely to oppose a change.
7. **Threats to values and ideals.** Change that appears to be inconsistent with strong values and ideals will be resisted. Threat to a person's values arouses strong emotions that fuel resistance to change.

Resistance to change is not merely the result of ignorance or inflexibility; it is a natural reaction by people who want to protect their self-interests and sense of self-determination. Active resistance indicates the presence of strong values and emotions that could serve as a source of commitment for opponents who are converted to supporters.

ROLES OF LEADING CHANGE AGENTS

The Consultant:

A consultant or a team of consultants usually comes from outside but they can also be insiders. The consultant's role is that of experts, who have both knowledge and experience in the field in which change is proposed. There are some advantages in having outside consultants for some time. The internal persons, even though they may have the necessary expertise, are likely to be inhibited to have their own perception of the problem. Also, they may be restrained by the internal dynamics. This may make the internal people less effective. Therefore, even organizations with a very high quality of expertise in a particular field invite outside consultants for some time.

Internal Resource Persons:

Even if the expert is from the outside, some people from the organization work with him. These people represent the same expertise as the consultant has, or, at least, they propose to develop that expertise. In many organizations, these persons are called Internal Resource Persons.

Implementation Team:

The implementation team consists of a group of people from various departments or areas of the organization that are given the responsibility for monitoring, deliberating and making necessary recommendations from time to time. Such a team ensures proper motivation of people throughout the organization, and takes necessary steps for effective implementation.

Chief Implementer:

Organizational change has to be implemented and this need not be done by those who are working in a particular area. In fact it is better to make implementation independent of the functional responsibility in an organization. The chief implementer is usually the chairman of the implementation team. But his responsibility is not confined only to discussing the problem and making recommendations. He takes the responsibility of monitoring and ensuring proper implementation. The main difference between the role of the chief implementer and the implementation team is that a group can never take on executive responsibility. This can be taken only by an individual, and group can help him to perform his function more effectively.

Role of Leadership in Change Process:

A leader needs to have vision and dreams for the future of the organization; he develops a shared vision, a clear image of the future to take the people along. To enlist people's cooperation leaders need to communicate at the level of their constituents and speak their language. They need to inspire trust and make people believe that they have their interest at their heart. They need to arise hopes in people about exciting possibilities the future would offer.

In order to unite people they need to forge unity of purposes, by expressing enthusiasm for the compelling vision of organization. They need to challenge the status quo, which is ineffective, and search for options and opportunities to innovate, grow and improve. As leaders they need to acknowledge and support new ideas, processes, products, services and systems. There is always risk in entering an unknown path. Therefore, risk-taking and experimentation are necessary attributes for leading change. Further, they need to develop collaboration by promoting cooperative goals and developing trust among people. Delegation and power sharing would also be necessary to bring about change. Finally, they need to recognize and appreciate individual contributions and excellence and encouraging people to share and celebrate common success.

IMPLEMENTING THE CHANGE PROCESS

Martin Luther King did not say, "I have a very good plan," he shouted, "I have a dream!" You must provide passion and a strong sense of purpose of the change.

Feelings are contagious. When someone around you is feeling blue, it can bring you down. Likewise, when someone is passionate about something, it can have an inspiring effect. Build the change so that others want to be part of it. When you give them part of it, also give them the authority and control to act upon it. Share the power so that they do not feel powerless. You

want them to feel useful and enthusiastic. Make them feel needed, that the change could not happen without them.

EFFECTIVE WAY OF MANAGING CHANGE

Change is always for development. Leaders can help the change process by changing their employees' attitude from avoidance into acceptance. This is often best accomplished by changing avoidance questions and statements into acceptance questions:

A) In General:

From "Why?" to "What new opportunities will this provide?"

When they ask "why" focus on the benefits that the change will provide them and the organization. Do not feel uncomfortable if you are feeling hesitation about the change too...you are also human. By spelling out the benefits, it will not only comfort them, but help to convince you too.

From "How will this affect me?" to "What problems will this solve?"

Anything that prevents something from being better is a problem. Let them know what the problem is and how they will be part of the solution.

From "We do not do it this way." To "What would it look like?"

Show them, provide plenty of explanations and compassion, and get your team to ask and answer questions.

From "When will this change be over so we can get back to work?" to "What can I do to help?"

Get them involved in implementing the change. Help them to become part of it.

From "Who is doing this to us?" to "Who can help us?"

Focus on the challenges that must be overcome. Ensure that you enlist help from other departments and colleagues.

B) The employee's perspective

1. **Shoulder the responsibility to manage change:** The employee does have a responsibility to manage change-their responsibility is to continue doing their best. One should embrace change and put in their best to foster good team functioning. Also, the

responsibility to manage change is with the management and executives of the organizations-they must manage the change in a way that employees can cope with. And employee should lend a helping hand towards achieving just that.

2. **Change must involve the people and not be imposed upon the people:** Whenever an organization imposes new things on people, there will be difficulties. Participation, involvement and an open communication are the important factors that will help the management. Workshops are very useful processes to develop collective understanding, approaches, policies, methods, systems, ideas, etc.

C) The Management's perspective

1. **Increase urgency** – inspire people to move, make objectives real and relevant
2. **Build the guiding team** - get the right people with the right emotional commitment and the right mix of skills and levels
3. **Get the vision right** – get the team to establish a simple vision and strategy focus on emotional and creative aspects necessary to drive service and efficiency.

Change is further complicated as it does not always produce a direct adjustment. Each employee's attitude produces a different response that is conditioned by feelings towards the change. In a classical experiment (Roethlisberger, et. al., 1939) the lighting was improved in a factory on a regular basis. The theory was that better lighting would lead to greater productivity. As expected, productivity did rise. The lighting was then decreased to show the reverse effect – lower productivity, but instead, productivity increased further. It was not until the lighting was down to the equivalent of moonlight that an appreciable decline in output was noticed.

Of course it was not the change in lighting itself that caused the higher output, but rather an intervening variable. This variable was diagnosed as the employee's attitudes. That is, when you introduce change, each employee's personal history and social situation at work will produce a different attitude toward that change. You cannot see or measure attitudes, but what you can see and measure is the response towards that change:

Change + Personal history (nurture) + Social situation (environment) = Attitude + Response

In the factory workers' case, productivity rose because they were being observed. This is known as the **Hawthorne Effects**. It means that the mere observation of a group tends to change it.

Although each person will have a different response to change (personal history), they often show their attachment to the group (social situation at work) by joining in a uniform response to the change. For example, one person’s personal history might be so strong that he/she works harder when a change is introduced, while the rest of the group’s social situation is strong enough that they threaten to strike because of the change. Although each person in that group might want to do something different, such as place more demands, ignore the change, work harder, etc.; the need to belong to a group often sways individuals to follow a few individuals, probably the leader of that group.

| MAKING CHANGE HAPPEN | |
|--|--|
| Key success factors for change | Questions for assessing and accomplishing change |
| Leading change (who is responsible) | <p>Do we have a leader...</p> <ul style="list-style-type: none"> • Who owns and champions the change? • Who demonstrates commitment? • Who will garner resources to sustain it? • Who will invest personal time and attention to follow it? |
| Creating a shared need (why do it) | <p>Do employees...</p> <ul style="list-style-type: none"> • See the reason for the change? • Understand why change is important? • See how it will help them/the business in short and long term? |
| Shaping a vision (what will it look like when we are done) | <p>Do employee...</p> <ul style="list-style-type: none"> • See the outcome of the change in behavioral terms? • Get excited about these outcomes? • Understand how the change will benefit customers and other stakeholders? |
| Mobilizing commitment (who else needs to be involved) | <p>Do the sponsors of the change...</p> <ul style="list-style-type: none"> • Recognize who else needs to be committed to the change? • Know how to build a coalition of support for the change? • Have the ability to enlist the support of key individuals in the organization? • Have the ability to build a responsibility matrix? |
| Building enabling systems (how will it be institutionalized) | <p>Do the sponsors of the change...</p> <ul style="list-style-type: none"> • Understand how to sustain the change through modifying HR system (e.g. staffing, training, appraisal, rewards, |

| | |
|--|---|
| | <p>structure etc)?</p> <ul style="list-style-type: none"> • Recognize the technology investment required to implement the change? • Have access to financial resources to sustain the change? |
| Monitoring and demonstrating progress (how will I be measured) | <p>Do the sponsors of the change...</p> <ul style="list-style-type: none"> • Have a means of measuring the success of the change? • Plan to benchmark progress on both the results of the change and the implementation process? |
| Making it last (how will it be initiated and sustained) | <p>Do the sponsors of the change...</p> <ul style="list-style-type: none"> • Recognize the first steps needed to get started? |

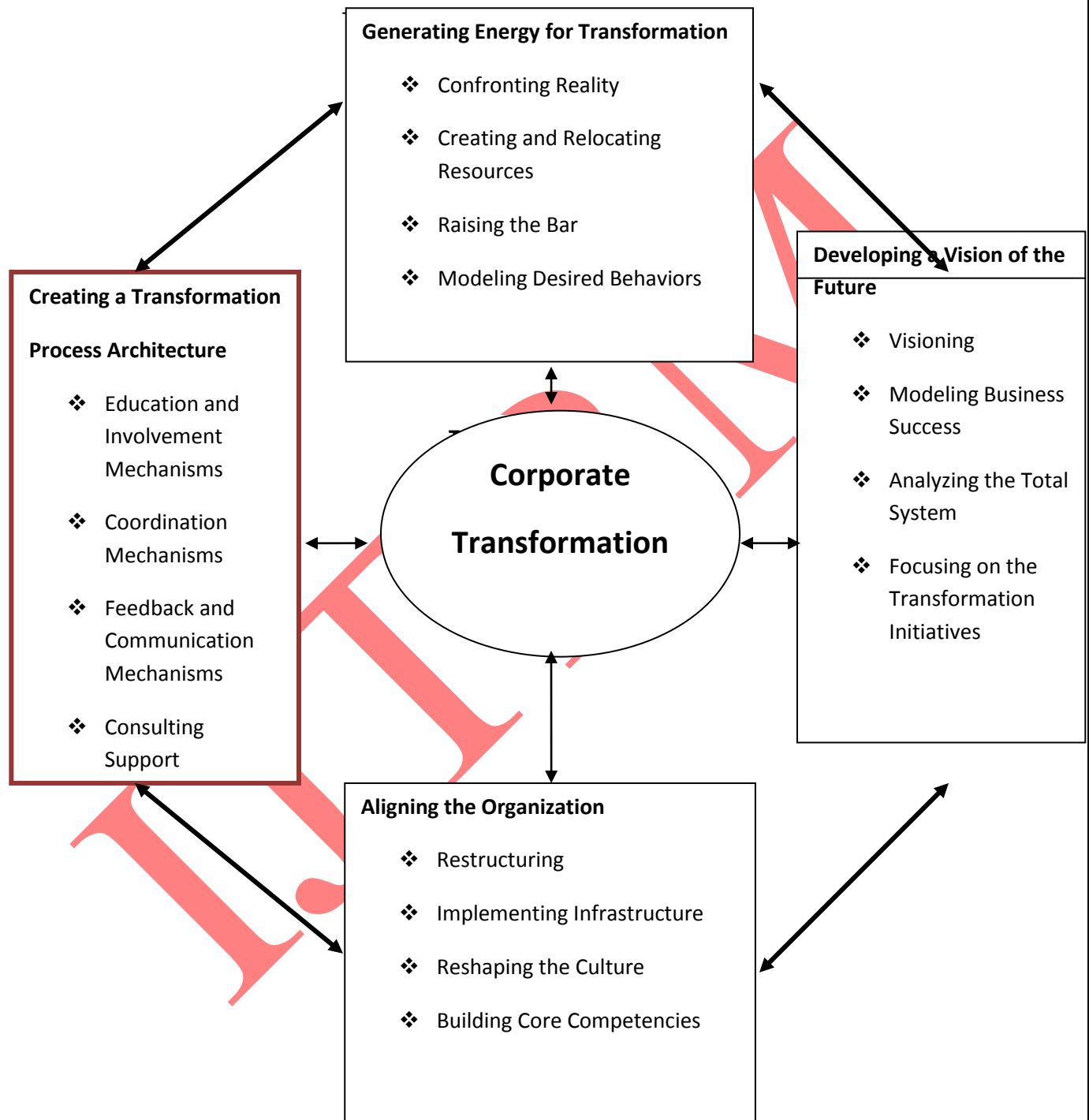
Source: The HR Scorecard-Linking People, Strategy, and Performance, (Becker et al, 2008)

So we need to answer all these questions seriously if we really want to manage change in organizations. Change management is important not only in terms of cultural change but also in terms of changing workflow that the automated environment introduces to the system. Thus, how governments, the private sectors and citizens use the new potentialities also depends on the creation of awareness and subsequent strategy of training the users of the new system.

LEADER-LED CORPORATE TRANSFORMATION FRAMEWORK

Successful Corporate Transformation processes share a few fundamental attributes: they thrive on ‘energy / power’, led by vision’, and are based on a Total System Perspective: they are embedded in a comprehensive implementation process, and they demand a transformational leader. The importance of having such a leader has been suggested by Robert H. Miles (1993) in the shape of a general framework for leading corporate transformation, as shown below:

Framework for Leading Corporate Transformation



The framework offered in Figure above identifies the major tasks that a leader indeed, and leaders at all levels in the organization must perform to achieve successful transformation without exposing the corporation to unacceptable risk. The leader in the process must lead the ways for the following transformational tasks:

- a) Generate energy to launch and sustain the process of corporate transformation.
- b) Develop a vision of the future.
- c) Align the organization to vision.
- d) Create transformation process architecture to orchestrate a swift but safe passage from the current to vision state.

If a corporate transformation fails short on one or more of these leadership tasks, the attempt will fail. In addition, the framework's effectiveness depends on two more factors: the extent to which the requirements of initial change conditions are met, and the presence of a transformational corporate leadership also envisages two more important dimensions of strategic alignments, viz.

- (i) Merging Business with Culture and
- (ii) Managing Executive Leadership Succession.

The analytical and creative process of developing the vision and strategic within a corporate transformation process can be effectively structured into three phases (Miles-1997):

- Recognize reality
- Envision the future
- Map strategy

Stage 1: Recognize Reality

Stage 1 is to be the groundwork for a comprehensive and objective understanding of where the business is, and how it got there. In this stage, it is also important to mold the individual members of the strategy effort into a highly effective team and to give them the tools for dealing with complex strategy issues.

In this stage, the project team examines the existing vision and strategy of the company and often tackles the definition of the core competencies of the organization for the first time. It is

useful to begin this difficult task by analyzing and explaining the major market, technological, and competitive developments of the recent past, using the work plan.

Stage II: Envision the Future

In stage II, the strategy team takes the input and feedback from the off-site meeting and develops a systematic assessment of future trends markets, technology, and competition. Within that context, it envisions future customer's needs, the features of winning products, and the competencies that would be required to deliver these products and services at a competitive advantage.

Stage III: Map Strategy

In stage III, the team lays out the specific plans for training the vision of the company into reality. One approach is to assign this work to the strategy team, possibly with some change in the team's composition. At this point in the corporate transformation process, however, the implementation work may also be directed to new teams, organized around transformation initiatives.

LEADERSHIP IN ORGANIZATIONAL CHANGE/DEVELOPMENT PROCESS

According to the Old School Of Thought, Bennis (1963) defined Organization Development (OD) to be response to change, a complex form of educational strategy, intended to change in beliefs, values and structure of organizations so that they can better adapt to new technologies, markets and challenges and the dizzying rate of change itself.

French and Bell (1989) have offered a comprehensive definition stating that "Organization development is a top management supported, long-range effort to improve an organization's problem-solving and renewal processes, particularly through a more effective and collaborative management of organization culture with special emphasis on the culture of formal work teams, temporary team, and inter-group of culture – consultant-facilitator and the use of the theory and technology of applied behavioral science, including action research". On analyzing these definitions, one can say that an over-riding goal of "OD" is to integrate individual and organizational objectives. The desired goals of organization development efforts include increased effectiveness, problem-solving and adaptability. For human resource development, organization development attempts to provide opportunities to be 'humane' and to increase awareness, participation and influence.

Treating the definition of “OD” as a conceptual basis, the objective of “OD”, with special reference to leadership development in an organization, may be spelt out as:

- a) OD efforts may be initiated and stimulated by organizational leader to create an open, interactive and participatory problem-solving as well decision-making climate in the organization.
- b) While emphasizing power equalization, the OD experts should aim at supplementing the authority associated with role or status with the authority of knowledge and competence.
- c) OD effort should also aim to locate the decision-making and problem-solving responsibilities vested with leaders to be as close to the information sources as possible. This helps in eliminating remote-control exercise of power.
- d) The organization leader should strive at creating interpersonal, intergroup trust throughout the organization.
- e) Organization Development also-aims at creating a reward system, which helps in achievement of organization’s mission as well as the growth and development of people in the organization. Organization leader should be able to steer the process and take the lead.
- f) Organization leader should help develop a sense of ownership of organizational objectives among all members of the organization.
- g) Leader should also help managers develop skills so that they can act according to relevant objectives of the areas of assigned responsibilities.
- h) The ultimate aim of any OD process is to create among the entire work force a level of self-control and self-direction where close-supervision should become redundant. Organization leader is expected to play a pivotal role in this.

During the present time, organization development efforts have been spreading like wild-fire. Almost every organization, worth its name, is doing something or the other to develop itself and its personnel. However, the main thrust today is on human resource development, rather than on organization development so it is very difficult to draw a clear-cut demarcating line between the two concepts. Within these areas, training and performance appraisal seem to be taking away the lion’s share. During the past decade. Most of the large Indian organizations have set-up their own in-house facilities for organizing training. The most challenging task today is to train managers the skills of managing people which might include skills; leadership, motivating, counseling, managing differences and conflicts, negotiations, persuasion etc.

Managers, including leaders themselves will also need training in problem-solving and decision-making skills, planning and controlling, skills of setting objectives and goals, skills of establishing performance norms, preparing reports, making presentation etc. (Daftaur-2000).

CONCLUSION

This article deals with the various types of changes and factors responsible for making them happen along with the leadership role. Nature of change in organizations has been explained with different types of changes like fundamental, operational, planned, recreational, strategic, anticipatory and others. Different success factors for change have been discussed along with levels of change and their effects on employees. It is human tendency to resist change; hence different reasons have been elaborated to resist change by individuals. A number of persons have been described with different names who act as change agents in organizations to manage the change process. A leader is the main person who play important part in implementing the change process, so effective way of managing change have been mentioned. The way a leader can lead the transformations in corporate sector has been described with help of a diagram. Changes brings development in the organizations, hence change management is important not only in terms of cultural change but also in terms of changing workflow in organizations.

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