Leading Organization change

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Word count: 4000

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Executive Summary

Technological changes and employee engagement strategies are the core change initiatives which would facilitate an improvement in the competitiveness and profitability of the company.

The proposed technological change initiatives would be inclined towards an improvement in the delivery of service, to enhance customer experiences and operational experiences. Some of the technological change initiatives which would be implemented include introduction of customer relationship management system (CRM), big data storage and automated social media.

The proposed changes in human resource management would be geared towards the development of a highly engaged workforce, which is integral in improving the efficiency of business operations within the firm. The Changes would be effected through Kotter's change management model.

Change Vision: According to the company's vision, it is clear that this organization is committed to being the best brand, which is enhanced by constantly prioritizing innovating. Through the proposed change initiatives, the company is projecting to leverage its core values into actions by focusing on the product excellence.

The tangible end outcomes of the change vision include the increased sales, reduced operational costs and increased employee productivity.

According to the gap analysis of the company's current and future state, it is revealed that the proposed technological and human resource management changes would enhance the company's efficiency and profitability.

Key stakeholders: Sponsors, employees, people's manager, suppliers and customers. Stakeholders have a significant in the execution of the change initiatives and Austin et al. (2016) argues that it is essential for the stakeholders to be highly committed and engaged to the implementation of the change plans.

1.0. Introduction: Leading Organization

The contemporary workplace and markets have been revolutionized, ultimately paving the way to significant changes on how a given corporation operates. The technological advancements, coupled with stiff competition have compelled different firms to align with the resultant operational changes through the adoption of particular strategic changes. According to McFerlan (2016), computer-based technology provides the new competitive opportunities to a company, which in turn enhances its profitability and overall success in the industry. The change initiatives would also be directed towards the human resource management to enhance the company's efforts of developing a highly engaged workforce **Error! Reference source not found.**. It is apparent, that this company has been in operation for over 20 years and it is currently facing stiff competition and rapid technological changes witnessed in the industry. It can therefore be asserted that the technological changes and employee engagement strategies are the core change initiatives which would facilitate an improvement in the competitiveness and profitability of the company.

2.0. Identify the Key Changes and Change Models to be employed to Manage Change

The key changes that would be implemented within an organization to enhance its competitiveness, profitability and its overall success would constitute technological transformation and human resource management with the primary purpose of enhancing the company's productivity and efficiency in the industry.

2.1: Technological Changes

The proposed technological change initiatives would be inclined towards an improvement in the delivery of service, to enhance customer experiences and operational experiences. According to Leonard-Barton and Kraus (2018) argued that Technological advancements have considerably enabled corporations to be relatively more efficient, fast delivery of products, capturing of more opportunities and boosting of customer loyalty. These elements combine to make a firm become more competitive and highly profitable **Error! Reference source not found.**. Some of the technological change initiatives which would be implemented include introduction of customer relationship management system (CRM), big data storage and automated social media marketing.

2.1.1. Customer Relationship Management System (CRM)

A customer relationship management (CRM) is a technological tool which combines all information from the various departments throughout the organization, to provide a single holistic view of every customer in real time. According to Kulpa (2017), CRM is company-based business strategy which has been primarily designed to enhance the revenues and profitability, minimize costs and increase customer loyalty. This indicates that the introduction of the CRM in the company would play a vital role in retaining the existing customers as well as facilitating the expansion of the organization **Error! Reference source not found.**. The CRM would enhance the company's efforts of opening up channels such as direct sales, online sales, franchise and the use of agents. This implies that there would be an increased need of managing the company's interaction with its customer base, which can be achieved through the implementation of the CRM technological tool.

The core purpose of introducing CRM as the technological change initiative is to allow the company to gain insight to the behaviors of its customers and customize its business operations to certify that the clients are served in the best possible manner. Through this change initiative, the company would depict its efforts towards the recognition and appreciation of the usefulness of its customers, ultimately capitalizing on the improved customer interactions **Error! Reference source not found.**. Another area which would significantly benefit from the implementation of the CRM technological tool at the company includes improved customer support. The CRM system could automate the entire flow of the resources utilized in solving customers' problems and how status updates can be shared to ensure the identified issue is being addressed.

2.1.2: Big Data Storage

Big data is another change initiative which is set to be introduced in the company. The implementation of this technological strategy would be to facilitate the computational analysis of large data sets to reveal patterns, trends and associations, particularly relating to customer behaviors and interactions **Error! Reference source not found.**. The primary purpose of this change initiative would be to improve employee productivity, which is a crucial element in the company's success and ability to expand and gain the much needed competitive advantage. The big analytics would act as the platform upon which the company would improve its human resource department, especially when it comes to employee selection and recruitment **Error! Reference source not found.**. Data and analytics epitomize the contemporary workplace, whose accessibility is considerably increased through the availability of technological tools. Big data also provides useful insights about key stakeholders such as employees and customers. For

example, the big data could provide the company with essential information on the levels of employee engagement, which is a vital component on the workforce productivity.

2.1.3: Automated Social Media Marketing

Social media automation is another technological change initiative which would be implemented, and it encompasses the techniques of optimizing the social interactions through the use of automated tools **Error! Reference source not found.**. This approach would enable the marketers to cut on costs incurred in managing social media platforms as well as facilitating the engagement with prospects and improving brand awareness. The worldwide popularity of social websites such as Facebook, Twitter, Instagram and LinkedIn has increasingly impacted on the online presence of various companies. Current statistics indicate that about 42% of the world's population can access and use social media **Error! Reference source not found.**. This indicates that social media are potential channels for marketers. As a way of leveraging automated social media as the tool of marketing, the company's brand is required to be consistent, relevant and highly available on the outlined social websites.

2.2: Human Resource Management

Human resource management is also a change initiative which should be implemented to enhance the improvement in the company's competitiveness and profitability. The proposed changes would be geared towards the development of a highly engaged workforce, which is integral in improving the efficiency of business operations within the firm **Error! Reference source not found.**. Some of the changes in human resource management include introduction of the employee training and development programs and wellness programs, whose core purpose

would be to create a workforce which is motivated and committed to the company's goals and mission.

2.3. Change Model

The proposed change initiatives need to be managed effectively to enhance the chances of success during their respective implementation. According to Rajan and Ganesan (2017), the process of change management requires a phenomenal and experimented model relating to adaptation within an organization. In this scenario, Kotter's change management model would be applied to facilitate effective management and implementation of the proposed change initiatives.

2.3.1. Kotter's Change Management Model

Kotter's model outlines eight stages which are supposed to be followed to facilitate a successful change management within an organization. Increase urgency is the first step and it involves the creation of a sense of urgency among employees, which is considered to be the suitable approach of increasing the levels of employee engagement and motivation **Error! Reference source not found.**. Building a team is another step, which would include determining the proper skill set and personalities for a team, which would be assigned the duties of spearheading the change initiatives within an organization. The third step would be to get the vision correct. This stage encompasses to the designing of the right vision by considering the strategy, creativity, emotional connect and objectives of the change initiatives.

Communicating the change vision is the fourth stage of the Kotter's model of change management. This step requires team leader to be transparent and regularly communicate with the stakeholders about the changes being implemented **Error! Reference source not found.**.

Get things moving is the fifth stage and it requires that roadblocks that can hinder the implementation of the proposed changes are removed as well as integrating the feedbacks in a constructive manner. The next step is focusing on the short term goals which are accomplished through the segmentation of the ultimate goal into smaller achievable components **Error! Reference source not found.**. This would be a suitable approach of achieving success without excessive pressure from the stakeholders.

"Do not give up" is the sixth stage of the Kotter's model of change management. This principle asserts that persistence is a vital element for success thus highlighting the importance of not giving up as the progress of change management is ongoing, regardless of the challenges encountered **Error! Reference source not found.**. Incorporating change is the last phase of this change model. Apart from effective management of change, it would also be imperative for the company to reinforce it and integrate the proposed change initiatives into the organizational culture. The criteria for selecting Kotter's change model for a successful management of the earmarked change initiatives was based on its simplicity to follow and incorporate since it is a stepwise model **Error! Reference source not found.**. This change model would be suitable in this scenario since it advocates on the preparation of the employees for change as opposed to the change implementation.

3.0. The Vision for Change and its Tangible end Outcomes

3.1. Change Vision

A critical responsibility of the leadership is providing the framework for the future of an organization and this can be captured in the company's change vision and strategy. According to this context, the company in question is faced with the problem of remaining competitive as well

as maintaining high level of productivity and efficiency in the market to enhance its profitability and overall success in the market. The change vision, which comprises technological change initiatives and improvement on human resource management, was designed on the basis of these underlying factors. According to Tanner (2020), the change vision and strategy provide an organization with a glimpse of the future looks like after the implementation of the change initiatives. Through the vision change, the company would have a platform upon which the stakeholders would be persuaded to align their efforts towards supporting and implementation of the proposed change initiatives.

According to the company's vision, it is clear that this organization is committed to being the best brand, which is enhanced by constantly prioritizing innovating. Through the proposed change initiatives, the company is projecting to leverage its core values into actions by focusing on the product excellence. The firm would prioritize o the provision of the highest quality products which would imply that the consumers would be getting the best value of their money **Error! Reference source not found.**. Customer experience is another element which epitomizes the change vision which would be incorporated in the company's operations. The organization would achieve excellent customer experiences by focusing on the provision of the extraordinary customer services, setting meaningful value at the competitive prices, innovation and strong corporate social responsibility.

Employee involvement is also a key approach through which the company would leverage its core values and change vision to enable it accomplishes the objectives of the proposed change initiatives. The company should be committed towards supporting its team members through empowered, transparent dissemination of information and innovative work environments. This would facilitate the establishment of the self-directed and highly reliable

teams which are ready to facilitate the implementation of the proposed change initiatives **Error! Reference source not found.**. Ongoing education is another area of the change vision would be integrated in the company's governance to facilitate the empowerment of the company's staff to advance their skills and knowledge. Ayers (2018) argued that career development is an essential factor which motivates employees to be loyal and committed to working in a certain firm. A highly motivated workforce would be integral to the company's efforts towards accomplishing high levels of efficiency and productivity.

Success and sustainable outcomes is another objective of the change to be incorporated in the company's organizational culture. The primary purpose of implementing the technological and human resource management change initiatives is to increase the competitiveness and profitability of the firm. This indicates that creating wealth for the shareholders through profits and growth is an integral component of the change vision **Error! Reference source not found.**. The proposed change initiatives are also aligned towards investing to the company's key stakeholders: employees and customers, thus guaranteeing its continuity and sustainable growth. Consistency in the provision of the high-quality products and services is another part of the change vision, which is crucial in for the brand in building its reputation.

3.2. Tangible End Outcomes

The tangible outcomes in this context represent the goals which the vision for change intends to achieve as it implements the earmarked technological and human resource management change initiatives.

3.1.1. Increased Sales

Through the integration of the CRM technology in the company's customer service operations, divining the needs and desires of the clients would become the primary goal. The CRM would facilitate the compilation and analysis of the enormous data sets which would have been generated by online and bricks-and-mortar sales channels, thus gleaning what customers want both in the present and the future **Error! Reference source not found.**. Previously, the company had relied on traditional methods of data compilation and analysis which treated customers as macro groups. However, CRM would handle clients on a highly granular or individual basis thus allowing the sales teams to understand the customer desires on personal level **Error! Reference source not found.**. The CRM would also lead to improved customer loyalty, which translates in increased volume of sales. CRM facilitates improvement in customer relationship, thus prompting customers to be loyal to the company, hence helping in increased sales. The enhancement of the customer relations through the implementation of the CRM technology and big data would also make customers to feel appreciated and part of the brand, which in turn would translate in increased sales.

3.1.2: Reduced Operational Costs

Reduced operational cost is another tangible outcome expected as the result of a successful implementation of the proposed change initiatives in the company. The automated social media marketing would enable the marketers to cut on costs incurred in managing social media platforms as well as facilitating the engagement with prospects and improving brand awareness **Error! Reference source not found.**. Through the CRM technologies, the company would also track and analyze data sets in real time, thus minimizing the company's reliance on

the traditional methods of consumer analysis such as focus groups, surveys and test products which are costly and highly inaccurate. On another hand, data analytics and CRM utilize real data from real customers which is up-to-date and highly granular.

3.1.3: Increased Employee Productivity

The human resource management is also a component of the change vision which is to incorporated in the company's functionality. The proposed changes would be geared towards the development of a highly engaged workforce, which is integral in improving the efficiency of business operations within the firm **Error! Reference source not found.**. Other change initiatives under the human resource management include increased employee involvement in decision making, introduction of the employee development and learning programs and better appraisal systems. The core purpose of these new HRM models is to build a highly motivated, satisfied and engaged workforce for the company. It follows that the implementation of this change initiative would significantly increase the employee engagement levels and reduced staff turnover. The approach is also likely to encourage work collaboration and teamwork, which is crucial components as far as the productivity at workplace, is concerned.

4.0. Analysis of the Gap between the Future and the Present

Currently, the company is inadequate is certain areas which have significantly hampered its ability to cope with stiff competition and rapid technological changes in the industry.

4.1. Technological Gaps

Presently, the company is technologically inadequate, which has since limited its ability to gain a suitable competitive advantage over its rivals in the industry. The company intends to

overcome this barrier through the implementation of outlined technological change initiatives which include CRM system, big data analytics and automated social media marketing. The introduction of the CRM in the company would play a vital role in retaining the existing customers as well as facilitating the expansion of the organization **Error! Reference source not found.**. Previously, the company had relied on the traditional methods to perform consumer analysis such as focus groups, surveys and test products which are costly and highly inaccurate. However, the implementation of the CRM technologies and data analytics indicates that the company's future analysis of the consumer behaviors would utilize real data from real customers which is up-to-date and highly granular.

The CRM would enhance the company's efforts of opening up channels such as direct sales, online sales, franchise and the use of agents. This implies that there would be an increased need of managing the company's interaction with the customers, through well-established channels of communication in CRM system **Error! Reference source not found.**. Big data analytics is another technological advancement which is likely to characterize the future of the company. Currently, the company depends on traditional method to analyze the consumer behaviors before making certain critical decisions. However, the introduction and integration of the big data analytics in the company's system of consumer analysis indicates that limitations depicted by ineffective methods of customer evaluation would be overcome **Error! Reference source not found.**. Big data also provides useful insights about key stakeholders such as employees and customers. For example, the big data could provide the company with essential information on the levels of employee engagement, which is a vital component on the workforce productivity.

The introduction of the automated social media is another aspect which is likely to outline the gap between the company's current and future states of operations in the industry. At the moment, the company is yet to leverage the benefits of social media, when it comes to marketing its brand. However, the integration of the social media analytics in its marketing approach would significantly enhance the company's efforts. Social media automation involves the process of optimizing the social interactions through the use of automated tools **Error! Reference source not found.**. This approach would enable the marketers to cut on costs incurred in managing social media platforms as well as facilitating the engagement with prospects and improving brand awareness. The worldwide popularity of social websites such as Facebook, Twitter, Instagram and LinkedIn has increasingly impacted on the online presence of various companies. The reliance of the automated social media marketing would also enable the company to maintain consistency in the content posted in various social media accounts **Error! Reference source not found.**. This strategy would be integral in increasing the volume of sales and the popularity of the brand in the targeted market.

4.2. Human Resource management Gaps

Human resource management is another aspect which can be utilized in the analysis of the gap between the present and the future and how they can be leveraged to overcome barriers for a successful implementation of the proposed change initiatives. Currently, the employee engagement and motivation levels are relatively lower, attributing to limited efforts incorporated by the company to nurture and improve its workforce. According to Ayers (2018), a disengaged and demotivated workforce leads to lower levels of productivity amongst the workers as well as increasing the rate of staff turnover which is likely to be a hindrance to the company's long-term success and profitability. These barriers are could be overcome through effective implementation

of the proposed change initiatives in the company's human resource management. Some of the strategies to be implemented in include increased employee involvement in decision making, introduction of the employee development and learning programs and better appraisal systems. The core purpose of these new HRM models is to build a highly motivated, satisfied and engaged workforce for the company **Error! Reference source not found.**. This implies that in the future, the company would have a highly engaged and motivated workforce, which would result in reduced staff turnover, collaboration and team work.

5.0. The Shareholders in the Change Initiatives and Strategies Applied

5.1. Stakeholders in the change Initiatives

Stakeholders constitute a group of individuals who would play an integral role in the implementation and overall success of the proposed change plans **Error! Reference source not found.**. Stakeholders are therefore people within an organization who care about or have vested interests in the proposed change initiatives.

5.1.1. The Top management

The top management, also called the sponsors of the change, includes the CEO, directors, division managers and corporate operating committee. The primary role of the top management is to direct the strategy and implementation of the earmarked change initiatives **Error! Reference source not found.**. The top level managers would also be responsible in approving major milestones especially during planning and design phase of the change. Furthermore, the top management (CEO) would be responsible making the proposed change initiatives to be meaningful. This implies that the CEO would have own and personalize the change plans as well as engaging other stakeholders openly to enhance its success.

5.1.2. People Managers

These types of stakeholders would contribute to the successful change outcomes through adoption and utilization by performing the roles of communicator, liaison, advocate resistance manager and coach (Merut et al., 2014). The people managers would be given the task of communicating and disseminating information regarding the change initiatives through direct reports. The people managers would also be given the responsibilities of training and coaching employees which would include provision of the support during the entire process of change.

5.1.3. Employees

The employees are considered to be the main stakeholders of the proposed change initiatives and they would contribute to the desirable change outcomes by engaging, adopting and using the change. Employees, especially those in IT and sales department would work directly with the customers as well as executing the change processes daily (Merut et al., 2014). This implies that they would be most affected by the proposed change management initiatives. It is therefore imperative to provide employees with opportunities to give feedback and execute these initiatives. In this context, the workers are the primary targets of the change initiatives since they are intentionally impacted.

5.1.4: Suppliers (Vendors)

The suppliers are the external stakeholders who will also play a crucial role in the effective implementation of the proposed change initiatives. The company would need the services of the vendors when it comes to the outsourcing of the certain services such as acquisition of the CRM software and big data analytics **Error! Reference source not found.**.

Regular communication with the suppliers would be vital to ensure the products being supplied to the company meets the required specifications.

5.1.5: Customers

Customers are the external stakeholders and they are also the main targets of the proposed change initiatives.

5.2: Strategies to ensure Stakeholders are Committed and Engaged

Stakeholders have a significant in the execution of the change initiatives and Austin et al. (2016) argues that it is essential for the stakeholders to be highly committed and engaged to the implementation of the change plans.

5.2.1. Develop a Communication plan

Communication is a crucial element when convincing the stakeholders to support the change initiatives. Through the communication plan, different channels and methods would be established through which stakeholders can access information regarding the progress of the change initiatives (Austin et al., 2016). The communication plan should be developed during the early stages of the project, to ensure the project managers communicate regularly with other stakeholders.

5.2.2. Create conducive Environment for the change Initiatives

This would be done before the implementation of the change plans and it would focus on explaining to the stakeholders the purpose and benefits of the proposed change initiatives (Austin et al., 2016). This strategy would enhance the understanding of the change initiatives, thus making the stakeholders to own the project.

5.2.3. Determine Champions and Resisters to Change initiatives

This would be achieved through regular meetings and communications with stakeholders through different forums such as departmental meetings, surveys and focus groups **Error! Reference source not found.**. Through this approach, it would be easier to identify the source of resistance to the change execution and resolve them amicably.

6.0. Recommendation and Conclusion

The company needs to adopt operational models which would enhance its efficiency and profitability. There is the need of making significant investments on information technology and best practices in human resource management. The analysis of the proposed change initiatives demonstrate that their successful execution and integration would considerably enhance the productivity, increased volume of sales and gained competitive advantage in the industry. Furthermore, the proposed change initiatives advocate for cost minimization and optimization of human resource. It is therefore advisable for the Chairman of the Board of Directors to rally the entire board to adopt these change plans to elevate the competitiveness of the company.

References

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