

those of the organization itself can facilitate quick change. Over the course of two and a half years, the company's profitability increased from three percent to ten percent, and individual job satisfaction and fulfillment, as well as morale and teamwork, improved dramatically.

Strategy

Without change tactics, vision is a pipe dream. Strategies are methods for pursuing the goal and mission; they are shaped by the vision, mission, and values. Strategic plans are "road maps" of an ever changing landscape that requires a compass (vision). Effective leadership requires formulating, gaining support for, and implementing reasonable business strategy based on the organization's potential future situations. Key to the effectiveness of strategies is their ownership and commitment: Good strategy formulation draws on the organizational knowledge of its members.

William W. George of Medtronic asserts, "Employees can adjust to significant strategy shifts so long as the company's goal and values stay consistent." This is essential for retaining confidence in the executive suite. Every five years, Medtronic's business strategies are "reinvented" from the ground up. For instance, between 1989 and 1994, the company transitioned from a pacemaker company to a broader cardiovascular business, introducing revolutionary new therapies during the subsequent five years and predicting additional innovations within the next five to ten years in accordance with its 'Vision 2010'.

In the meantime, mission and values have stayed unchanged and will continue to do so. Innovation and change require structural flexibility, but also the steadiness to deliver on-time products and services. Peters, et al., refers to this as "permanent adaptability." In the management literature, it is well-established that structure must serve strategy, not the other way around. The advent of short term, high-performance teams, which replaced permanent functional or departmental teams and cross functional teams, is one example of how structures have changed. They assemble for a certain objective and dissolve after achieving it. Consequences include regularly shifting roles and transitory, diverse leadership positions.

An effective change strategy requires the formation of a steering coalition, or a group of individuals with the authority to lead the change, and the coordination of their efforts. Kotter also emphasizes the necessity of employing all feasible means of communication and explanation of the new vision and strategy, as well as ensuring that the governing coalition exemplifies the behavior required of all employees.

Empowerment

Empowerment, like so many other facets of leadership, is not a novel concept. Lao Tzu Citation: EL-Annan S, et al. (2023). How about Some Change Leadership Instead of Change Management 10: Q5.

composed the following in the fifth century BC for the best leaders, people do not notice their existence. The next best, the people honour and praise. The next, the people fear. And the next, the people despise. The next, the people hate. The next, the people do it themselves.

Literally, empowerment is giving people power. It is about equipping people with the skills necessary for the transition process. In practice, empowerment involves providing individuals with the knowledge, skills, opportunities, freedom, self-confidence, and resources necessary to manage themselves and accept responsibility. Important parts of empowerment include engaging people's intellects and imaginations, including their inventiveness in the transformation process, willingness to take risks, and trust. Part of empowering people to take action is reducing barriers to change, removing or altering systems or institutions that undercut the vision, and encouraging risk taking, fresh ideas, and inventive actions.

Bennis and Goldsmith, argues that a "shrinking" world with growing technological and political complexity offers fewer and fewer opportunities for successful top-down leadership. The key to genuine transformation, according to him, is empowered teams. The requirement for rapid response and innovation in many businesses. Innovation is now the responsibility of all employees, not just the product development division. Encouragement of intrapreneurship is an illustration of empowerment.

In the 1980s, under the leadership of chairman and CEO Jack Welch, general electric successfully restructured in order to construct a network of interconnected businesses with the goal of achieving top market share positions in their respective industries. The transition approach includes 'work out,' a mechanism for employees to participate in teams, and 'town hall meetings' with all employees to increase communication and comprehension regarding the change process and the required new responsibilities and work habits. Previously, managers were evaluated primarily based on their ability to manage in a "command and control" mentality. Now, though, they had to achieve ownership, stewardship, and entrepreneurial objectives. Therefore, performance expectations and rewards were realigned. Consequently, GE enhanced its position on a number of worldwide marketplaces and substantially raised its market value.

Additionally, empowerment involves integrating individuals in the reform process. People are significantly more likely to support something they helped to build (and they resist what is forced on them). When workers have greater influence when they can help define their own goals... and when they engage in decision making their job happiness increases, according to research after study.

Tom Cannon describes the responses of organizations to the problem of change. They have

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established flatter organizations with more empowered staff who are expected to adhere to shared principles and are urged to be more entrepreneurial and innovative. They have implemented flexible learning programs to improve change initiating and implementation skills.

Motivation and inspiration

Effective leaders motivate and inspire followers to want to perform the necessary tasks. In any process of change, the proponents of the change the leaders must be believable. According to Kouzes and Posner quoted in Saban and Wolfe, leaders' credibility stems from perceptions of their honesty, competency, and capacity to inspire. Motivation and inspiration result from the connection of organizational goals with the needs, desires, values, interests, and aspirations of individuals, as well as the use of positive and appealing language.

Motivation is also generated through short term successes. Gaining short term victories requires planning and implementing visible changes throughout the change management process. It also involves publicly acknowledging and honoring those who made the victories possible.

By framing the message and structuring one's discourse, positive and enticing language is characterized. Conger defines message framing as "linking your message with the needs, interests, and sentiments of those whose commitment you need"; Goodwin defines message framing as "making people feel they have a stake in common problems." These are examples of framing language:

- Linking the message to the benefits for all parties involved.
- Reflecting their values and beliefs.
- Speaking in their language.
- Matching body language with words.
- Shifting from "I" statements to "we" statements.
- Making positive comparisons between their situation and that of others.
- Expressing confidence in people's ability to succeed.

Giving examples, citing quotations, reciting slogans, varying one's speaking rhythm, using familiar images, metaphors, and analogies to make the message vivid (Martin Luther King's reference to "the jangling discords of our nation" comes to mind), waxing lyrical, and employing repetition are all elements of rhetorical language construction.

Applying the leadership model

This integrative model of leadership has been successfully applied to leadership development programs in a number of organizations concerned with change, including a manufacturing company, a

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private mental healthcare company, a public sector defense agency, the top management teams of two universities, a youth charity, and an insurance and emergency assistance company.

Former U.S. president Harry S. Truman is quoted as stating, "Men create history, not vice versa." In the absence of leadership, society comes to a standstill. When daring, competent leaders seize the opportunity to make things better, progress is made. Change necessitates competent administration, but above all, effective leadership.

CONCLUSION

It is important to differentiate between change management (the tools, processes and techniques used to help people progress through change), and change leadership (the style, attributes, values and behaviours of the person creating the momentum). The two processes are vital to implementing a change strategy, but confusing the two terms can lead to problems.

Change leadership:

- The individual or individuals who 'own the change;
- The style and disposition of the individual(s);
- The credibility and influence of the person owning the change;
- Emotional and social intelligence;
- Mindset not position anyone can lead a change, it does not require hierarchy;
- Focus, and clarity of thought.

Change management:

- An agreed process or method by which to manage change;
- Is about involvement, and overcoming resistance;
- It often has a 'hierarchical play' in effect;
- Removing resistance and getting to the new state ASAP;
- People and process; and
- Implementation rather than installation.

Clearly, change leadership describes influencing and focusing on the change, whereas change management describes the processes for how the change can be achieved. If change leadership does not exist employees may not support or understand the vision of the strategy and without change management the processes for achieving, it may not be in place.

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