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CONTENTS

Introduction

This paper aims to study the restructuring and change management of SARHS, which in turn will be accompanied by some complex, difficulties and discussions that may include personnel emotion, which must be taken into account. We will guide SARHS managers by conducting a comprehensive study of majority factors that will affect the success of the process, considering and covering all views. Which will result in the dismissal of some employees and the closure of their jobs permanently in the new job structure.

The study will include many theories, models and justified recommendations to be followed to ensure a successful and safe restructuring and management change free from unresolved impediments and difficulties that could lead to a setback. Finally, restructuring is not a result but the beginning of a new process

1. Factors That SARHS Management Team To Consider

Change within an organisation is deemed an essential component of the firm's corporate strategy; it must be recognised and kept in mind that successful change is determined by several factors. As Taylor, **Doherty and McGraw (2015, p.196)** put it, effective management "is an important part of the successful implementation of strategic organisation change". What this means is that organisational managers must take into consideration various critical factors before going ahead to embark on the implementation of planned change.

1.1 FACTORS TO CONSIDERED

1.1.1 COSTS

One of the critical factors that the management of SARHS must consider is the costs of implementing the relocation as well as green initiative plans. It goes without saying that the plan to consolidate the two production sites will involve high costs, more so when it comes to redesigning site B. In addition to this, SARHS is planning to introduce home-based working for its sales team. While this is anticipated to go a long way in reducing time wastage and costs of having to travel to the office daily, it also involves some expenses. For example, there will need to provide the sales team with airtime to enable them to communicate with their supervisors or clients.

1.1.2 STAKEHOLDERS' INTERESTS AND CONCERNS

Other than cost implications, the managers at SARHS also need to consider how the planned changes will affect the organisation's various stakeholders. As stated by Jacobs, Wittwloostuijn and **Christe-Zeyse (2013, p.776),** "organisational change does not emerge and evolves in splendid isolation [but that] stakeholders inside and outside of the organisation tend to be heavily involved before, during and after the change process". This is to say that the management team at SARHS must identify and assess the needs and interests of various stakeholders regarding how these will influence and be influenced by the planned changes. For example, it is necessary to anticipate the manner in which employees at SARHS will receive and react to the changes. This can only be done if the organisation has put in place clear values and codes that take into consideration the values of employees. It is also worth assessing how government policies and legal requirements affect the proposed changes.

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1.1.3 RESISTANCE

Another factor to consider is the possibility of resistance from employees. As indicated in the case study, some workers at SARHS are already complaining about the proposed changes, with some of them arguing that it is too soon to make changes in the organisation. Others are worried about the costs and inconveniences of having to travel to the new site. Such complaints are neither new nor unique to SARHS; resistance is a common phenomenon where organisational change is involved. This is a reality that is captured in Lewin's model of change, whose central assertion is that planned change comprises two forces: those supporting the change and those that are opposed to change by seeking to retain the current state (Cummings & Worley, 2009 p.23). According to this theory, organisational managers are advised to reinforce the factors supporting change while also minimising the forces that advocate for the maintenance of the status quo. The critical point that is drawn from Lewin's change theory is that managers at SARHS must acknowledge and predict the degree of resistance to the proposed changes, which will guide the formulation of strategies to counter the resistance and ensure that the implementation process proceeds as smoothly as possible.

1.1.4 LEADERSHIP

The ease with which change processes are implemented within organisations is also determined by the effectiveness of leadership within organisations. Bakari, Hunjra and Niazi (2017, p.1) state that "the most difficult task leaders undertake is the implementation of planned organisational change". This implies that successful implementation of change is determined, to a greater extent, by the effectiveness of leadership. According to the unified framework of organisational change developed by Jacobs et al. (2013, p.777), the competence of organisational leaders facilitates the seamless implementation of change. Based on this, it can rightly be said that before going on with plans to consolidate the two sites and launch the green initiatives, managers at SARHS must first evaluate the strength of the organisation's leaders.

1.1.5 ORGANIZATIONAL CULTURE

Another crucial factor that managers at SARHS must take into consideration before going ahead with the change plans is the degree of fit between the prevailing corporate culture and the planned changes. Organisational culture has been described as "a crucial aspect of change management initiatives" (Brown & Osborne, 2012 p.75), the explanation being that the values and beliefs guiding behaviour within a given organisation much determine the manner in which members will respond to change.

2. People Management Issues

2.1 TEAM BUILDING/DEVELOPMENT THEORIES, MODELS

TABLE 1 - TEAM BUILDING/DEVELOPMENT THEORIES, MODELS

	Bruce Tuckman's	Kormanski & Mozenter
LITERATURE	Explains that work teams grow through specific phases/stages from individuals to groups to complete teams that accomplish the tasks assigned to them. These stages: **Forming**, **Storming**, **Norming**, **Performing**, and **Adjourning**. (**Tuckman, 1965; Tuckman & Jensen,1977**)	An instrument used to evaluate team building and as a feedback mechanism to monitor progress during the life of the team **(Kormanski & Mozenter, 1987)** Strategic planning builds on teamwork with real tasks at all levels. Models and theories are used as tools to diagnose barriers and identify suggestions **(Kormanski & Eschbach 1997)**
THEORIES	1. **Forming Stage** The dominant feature of this stage is the positive members, polite, some of them worried that they do not understand what the team will do while some are enthusiastic. The leader-general is the focus of the player here because his team's tasks are unclear 2. **Storming Stage** This stage is pivotal because many teams fail, and the storm begins with the emergence of inconsistencies between the working methods of team members, which may result in frustration for some members. The storm may also occur when the challenge between the team leader and the team itself is revealed after they are satisfied with the style of	1. **Awareness** The acquaintance phase between the team members, to make sure that everyone is aware of the desired objectives after the precise identification 2. **Conflict** It begins with the interaction between the members towards the activities. The less psychological conflicts, the higher the psychological well-being and the team feel comfortable 3. **Cooperation** The team begins to rely on each other and enter the stage of resolving quarrels and does not mean that there are no conflicts and the difference lies in the way the team deals with conflicts 4. **Productivity**

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work. These storms result in resistance to tasks or questioning the purpose of the work

3. Norming Stage
Beginning to resolve differences, communicate between the team, get to know each other and ask for help from each other is gradually entering the stage of the Norming, which is followed by respect for the authority of the leader and the emergence of the strengths of the team spirit.

4. Performing stage
Reaching that stage is supported by pre-defined structures and processes when working hard without friction to achieve team goals, The leader is characterised by the possibility of delegating business to others so that they can focus on the development of members of his team

5. Adjourning stage
Eventually, this will be the stage for reaching many teams

</td><td>

Pride amongst team members will grow as soon as the team sees their shared goals, and the team's strength in resolving conflicts and disappointing conflicts is evident

5. Closure
At this stage, the team reaps the fruits of currency and fatigue over the previous stages and realises that the achievement of the desired goals has become close and possible

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GENERAL STRUCTURE TO EXECUTE THEORIES	
	1- The effectiveness of team building is shown when team members include all levels and their work is on the real tasks of meaning for the SARHS and supported by the use of theories and models that expect us the stages of development and subjectivity and results and identify obstacles and give us proposals (**Kormanski, 1998**)
	2- Starting with maintaining a plan for the coming years targeting to guide for the board of directors and the staff (strategic planning) of the SARS to develop and monitor goals in addition to team building.
	3- Review SARS data historically for the past, analytically for the present, and visionary for the future **(Weisbord & Janoff, 1995)**
	4- Full-day workshop using **Kurt Lewin (1951)** planning theory to influence change.
	5- To integrate team building, strategic planning design, and the inclusiveness of influencing change, **Tuckman & Jensen (1977) and Kormanski & Mozenter (1987)** were used.

6- Team development stages are forming, storming, norming, performing, and adjourning. However, Team outcome:

- Task-oriented is commitment, clarification, involvement, achievement, and recognition.
- Relationship-oriented are acceptance, belonging, support, pride, and satisfaction

  Strategic planning is a real value for the survival of the SARHS and team-building provides participation and ownership, both of which are mutually reinforcing processes.

7- The stages will be as follows building the structure during the formation, managing conflict during the storm, providing assistance during the norming, encouraging risk during the performing, and achieving meaningful closure during the adjourning **(Kurmanski, 1996).** Will use SWOT analysis during forming and conflict stages. Identifying the critical issues facing SARHS in the performing stage, considering list each issue in flip chart pages to be evaluated operationally (related to day to day activity, under operation team responsibility, narrow, present-oriented, not required more resources, having an obvious solution) and strategically (Broad, future-oriented, need more resources, unclear solution) **(Bryson,1997).**

2.2 APPLYING TUCKMAN THEORIES OVER SARHS

Management has to consider before proceeding with the implementation of change processes revolve around people. This is to say that managers of organisations have to be well-versed with the skill of managing the human resource factor. One of the people management issues that are likely to arise at SARHS as a result of the proposed changes relates to self-interest. **Taylor et al. (2015, p.201)** observe that it is natural for employees to be motivated strongly by their personal interests. For example, some employees may feel that the decision to consolidate the two sites threatens their input or contribution to the organisation. When this happens, resistance to change is bound to occur.

Implementation of the relocation plan is also likely to breed hostility and conflict between employees. It is projected that closure of site A and transfer of operations to site B may cause the people who worked at site A to feel somewhat demeaned. In the same measure, workers at site B could develop the notion that they are more critical to the organisation. This is supported by Tuckman's sequential theory of group formation, which states that the process of developing a stable organisation generally comprises five phases: formation, storming,

norming, performing and adjourning. At the storming stage, power struggles between individuals arise (**Moonie, 2005, p.88**). Unless the management takes time to explain the decision to consolidate the sites, thus reassuring all employees that they are equally valued in the organisation, mistrust, and lousy blood may ensue. Employee satisfaction and motivation is another issue that will likely emerge from the implementation of the proposed changes at SARHS. As stated in the case, SARHS is planning to introduce home-based working for the sales team. Much as this is a very cost-effective strategy of getting work done, it could trigger some people management issues, especially for employees who believe in supervised work. It is only fair to acknowledge that not all people are capable of delivering without supervision. For this reason, the management of SARHS might find itself in a situation where it has to deal with low quality of output from the team that works from home. On the same note, some employees in the other departments may raise complaints that they are not being treated equally especially when it comes to the amount of compensation given to those who work from home and those who must commute to the place of work.

Another issue related to human resource management is the degree to which employees at SARHS have the skills and competencies needed to execute the new plans successfully. This issue can be likened with formation stage in Tuckman's model **(Figure 1 below)**; in this stage, people tend to be uncertain or non-conversant with the mechanism or value of the idea being introduced (**Moonie, 2005 p.88**). It has been proposed that salespeople in the organisation will now be allowed to work from home, attending the office only for monthly meetings. While this is a very convenient working arrangement that boosts effectiveness, it can be problematic for employees who do not possess the ability to organise themselves well so that their personal chores do not interfere with their job schedules. As such, it may become necessary for managers or supervisors to develop and impose daily deadlines by which employees working from home must submit their reports.
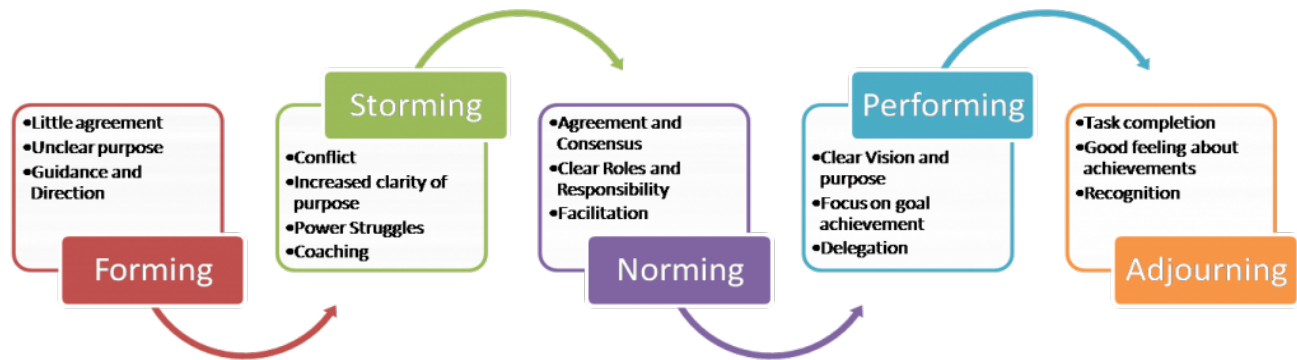
FIGURE 1 - TUCKMAN'S STAGE MODEL (ANON., N.D.)

3. Recommendation and Justification

3.1 CHANGE MANAGEMENT THEORIES, MODELS

TABLE 2 -CHANGE MANAGEMENT THEORIES, MODELS

	Kurt Lewin	**Kübler-Ross' change curve**
Literature	Descript change generally inside the company in three stages "Defrost-Change-Freeze" its measure to change the shape of ice. **(Wheeler, L., 2008. Kurt Lewin)**	Details the five phases of grief that meet a specific position in managing change, thus focuses on the emotional response to those affected by the change and dealing with them. **(Kübler-Ross, E., 1969)**
Theory	1. Unfreeze	1. Denial

At this stage, the current situation is broken, and it is the most difficult to qualify the place to accept the new situation. People at this stage may resort to resisting change by denial or suspicion. The company must explain to the employees the reasons for the change and explain the situation to them in full **2. Change** Change must take place quickly and in a short period to avoid the tendency of employees to return to the system and old habits, and this is the transition **3. Refreeze** The stage of freezing and consolidation of the change, which was done to ensure that the previous situation is not returned or the tendencies to return to it The continuation of the evaluation process should be maintained to confirm the change that has been made and ensure that the old situation is not returned	The first stage is the stage of shock and people may be tempted to stay inside the state of denial for a long time, losing their connection to reality, and the stage is characterised by short life, and a temporary defence mechanism takes some time to treat news or reality disturbing **2. Anger** Once reach the stage of perception one may be angry and looking for those who blame and express anger in different ways and may direct their anger to others around them sometimes **3. Bargaining** After the end of the anger, the human resort to search for the best thing left in the situation and here is not confronted with death, but rather by the shock of another shock they may negotiate to reach a compromise **4. Depression** The stage of feeling sadness, fear, remorse, guilt and negative emotions is the lowest point in life and the human surrender to the feeling that there is no future Imamate **5. Acceptance**

| | | The fight against change will not remove the sadness, which makes the man surrender to the situation and entirely accepted, |
| | | |

3.1 APPLYING LEWIN'S THREE-STAGE MODEL

Having outlined some of the issues that are bound to arise if the management of SARHS proceeds with the idea of implementing the proposed changes, it is imperative that appropriate actions and strategies are put in place in order to minimise resistance. The first most crucial action to be taken by the SARHS management would be to:

3.1.1 UNFREEZE

Unfreeze the people on whom the planned changes have an implication. As postulated by Lewin's theory of change, unfreezing is all about informing people about the proposed change, its necessity and impacts (**Dahlkemper, 2018 p.200**). This way, the likelihood of employees resisting change is significantly reduced. In light of this, it is recommended that the management team at SARHS takes time to educate all its stakeholders regarding the significance and value of consolidating the two sites while also embracing green initiatives.

FIGURE 2 - KURT LEWIN'S CHANGE MANAGEMENT MODEL (EDUCBA, N.D.)

During the discussion, the management ought to give employees and any other stakeholder sufficient time to pose any questions they may have and any suggestions for enhanced efficiency. As postulated in the theory of human relations, bureaucracy is a significant barrier to innovation. Because of this, the formal authority should be minimised in order to stimulate creative thinking (**Pugh, 2016 p.31**). This recommendation is supported by

the concept of authentic leadership, which holds that effective leaders are those that uphold openness together with transparency in the making of decisions.

More importantly, authentic leaders will be keen to engage all their followers in the process of making decisions by seeking the opinion of every follower (**Bakari et al., 2017 p.2**).

As such, it is strongly proposed that managers at SARHS first work on their leadership competence before attempting to implement the projects.

As an additional strategy of building buy-in and minimising or overcoming resistance to the proposed changes, it would be worthwhile for the executive management team of SARHS to identify and appoint a few employees to act as project advocates or sponsors. Such employees will help communicate the plans with ease. A practical suggestion would be for the management to approach the employees or supervisors that possess the most significant power or influence in the organisation, more so where public opinion is concerned. These people will serve as project champions to convince the other members about the value of the proposed changes.

3.1.2 CHANGE

Once the employees and other key stakeholders have been adequately unfrozen and are ready to embrace the planned changes, the next step, according to the Lewin's change management model would be to implement the changes. Known as the 'moving' phase, this is the stage where new values, attitudes and behaviours have developed that help to facilitate the change. To be more precise, it is the phase where the organisation reviews the existing processes as well as structures to make sure that they support and are compatible with the planned changes (**Cummings & Worley, 2009 p.24**).

In addition to this, the management team needs to identify and build an exceptional team whose responsibility will be to lead. As **Russell and Russell (2006, p.10)** explain, important points to consider include the people that have to be engaged in steering the company to a better position.

At the same time, managers at SARHS should identify the departments that are critical to the success of planned changes.

For the projects to be implemented with minimal resistance, it is also recommended that the organisation considers introducing the planned changes in an incremental manner. Outlining the elements that make up a practical plan for implementing change, **Russell and Russell (2006, p.9)** advises managers of organisations to assess the effects that change may have on the regular, effective functioning of departments within the organisation. It is with such assessment that sound decisions can be made regarding the form in which the implementation will take place.

In line with the above, it is suggested that SARHS managers should plan to roll out the relocation project in phases. At present, the company is planning to have sites A and B consolidated in the next six months. Although this duration may sound sufficient, the considerations such as cost and others highlighted and discussed earlier on in this report may necessitate a longer duration. On top of this, the company is contemplating introducing home-based working arrangements. Since these are new undertakings, it is only prudent that the company implements this plan incrementally in order to test how effective it will be both on the employees' part and to the organisation.

3.1.3 REFREEZE

After the projects have been implemented, the last action step would refreeze. In Lewin's model, refreezing simply refers to stabilising the organisation and ensuring that the changes that have been implemented remain viable and sustainable even in the long term. **Cummings and Worley (2009, p.24)** cite strategies such as attractive reward systems and a conducive corporate culture as useful in the refreezing process. Also, there is a need to conduct regular evaluation exercises with a view to ascertaining that the projects are yielding the benefits that were anticipated. If some deviations are found, it is only wise to review the plans and fix anything that needs fixing.

4. change capability

Successful implementations of the planned changes in SARHS will call for, among other things, adjusting the organisation's structure and culture and making sure that all necessary procedures are in place. In other words, it is necessary for the senior management team in the organisation to:

4.1 CAPACITY BUILDING

Invest in and embark on capacity building in preparation for the implementation. **Worth (2009, p.161)** describes the capacity building as the efforts undertaken " To reinforce an organisation to render its task more effective". From this definition, it can rightly be said that capacity building measures at SARHS are of importance as they will help the organisation to implement the proposed changes with minimal obstacles.

Before outlining and discussing the factors that SAHRS may need to consider in order to build its change capacity, it may be worth noting that in an organisational context, capacity includes external as well as internal

factors (**Worth, 2009 p.161**). What this means is that for SARHS, capacity building efforts will focus on employees, infrastructure, processes, and relationships between the company and its suppliers, financiers, the government and other external stakeholders.

4.2 LEADERSHIP QUALITY & EFFECTIVENESS

To build its change capacity, one of the things that SARHS should take into consideration is the quality and effectiveness of its leadership. In a chapter titled 'The Strategic Leader's New Mandate', **Judge (2011, p.4)** observes that since leaders must react swiftly to an organisation's current opportunities as well as threats, "They also need to wait and plan for the future". The author adds that effective leaders are judged according to their ability to lead their organisations towards greater flexibility and agility. In short, organisational change capacity is built primarily by an organisation's leadership.

4.3 LEADERSHIP TRANSFORMATIONAL

Concerning leadership, SARHS will be required to assess how capable of inspiring followers to embrace its leaders are. It is a fact that in any organisation, leaders are the ones that set the atmosphere that will facilitate seamless execution of strategic plans (**Toma, 2010 p.44**). For this reason, there is a need for the leaders at SARHS to evaluate their ability to exert idealised influence and inspire followers to embrace change. The concept of transformational leadership postulates that "Transformation rulers act as a way of creating and sustaining human capacity building by defining and creating key principles and unifying purposes, liberating human potential and producing enhanced capability" **(Doğru, 2019 p.253**). In other words, one of the critical factors that the company should consider in order to develop its changeability is whether or not there is transformational leadership in place.

4.4 EMPLOYEES SKILLS & KNOWLEDGE

Other than leadership, the knowledge and skills of employees are other factors that ought to be considered in order to build change capacity at SARHS. Lack of skill or the discipline to work effectively from home has already been identified as one among the people management issues that are likely to emerge following the implementation of the planned changes.

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4.5 STAFF BASIC TRAINING

As such, it may be necessary for the management to provide some basic training in working productively from home. The need for basic training also becomes a pivotal factor to consider when the plans to consolidate the two sites will be executed; it is undeniable that conflict and confusion may be witnessed, especially during the initial stages. Since the consolidated site will function like a new organisation, it is expected that the people who will be deployed there will be assigned somewhat new responsibilities. As a way of minimising unnecessary conflict together with confusion, the management of SARHS could consider providing basic training in interpersonal skills and teamwork. The recommendation to offer training is supported by the assertion that training builds change capacity by moving an organisation towards its vision (**Whipple, 20013 p.161**).

4.6 GOODWILL AND STAKEHOLDER CONTRIBUTION

Since an organisation's success depends on the interplay between the internal and the external environment, it is also vital for SARHS to engage all key stakeholders in discussions about the best way to approach the change process. In his book, Leading Change from the Middle: A Practical Guide to Building Extraordinary Capabilities, **Nickerson (2014, p.46)** poses a very crucial question that every manager must ask himself when seeking to introduce change. In the author's viewpoint, the amount of goodwill that will be created as a result of a change effort must be considered in order to avoid destroying goodwill through the change. In simple terms, managers must be cautious not to damage the organisation's reputation in the name of implementing change. Because of this, it is crucial that leaders of SARHS engage all stakeholders in the collecting of information that is significant to the plans.

Conclusion

At some point in its lifetime, every organisation must experience some significant change. While the change in itself is inevitable and cannot be predicted with absolute certainty, one of the primary roles of leaders is to prepare the organisation for the successful embracing and implementation of change. The literature that has been reviewed in this report has shown that transformational leadership helps organisations to plan, initiate and implement change with a high degree of success. In addition to this, it has been found that Lewin's three-step model is a useful tool for executing planned change within an organisation. Although the kind of change and its impacts may vary from organisation to organisation, the central point is to employ necessary tactics and strategies that make employees ready to embrace change.

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