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Abstract

The paper aims to discuss the process of change management and how change affects organizations' functioning. Using the chosen case studies about different organizations that have successfully undergone change management, the report will highlight the drivers of change and their impact on the organization's behaviour. Also, change management is not easy, and there are specific barriers that can affect the organization's smooth functioning during managing change. Also, the leadership approaches that can help the organization in change management will be discussed.

Introduction

Change management is an essential aspect of managers' jobs as they have to maintain stability and predictability in the organization. For this purpose, they resist changes in the organization. However, today the business environment has changed to a large extent and become violent and turbulent, which needs aggressive strategies from the management to bring changes for the organization's benefit. Maintaining a status quo and rigid structures cannot be helpful for the organization as it can result in failures. Organizational change refers to a shift in the organization's functioning, and the purpose is to improve performance. The changes are of various types, such as improving the organization's processes and functions to get better results, restricting the organization's hierarchy for improved results, or bringing a shift in the system of the organization. The changes brought to the organization can be long or short-term, and the intention is to achieve the desired goals and objectives. Therefore, change management requires a clear strategy and resources to implement the process and get desired results (Aslam, 2018).

Impact of change on organization's strategy and operations

Change as a Constant Requirement in Business

Change is a constant requirement and can alter the organization's strategy and operations. Change is brought in any organization to ensure that the organization's performance is improved. It is required constantly because many changes are happening in the external and internal business environment. If the organization doesn't change itself with the world, it can lag behind others. Therefore, any organization needs to carefully evaluate the changes in the environment and then bring changes in its operations and functioning for better performance. A change initiative can be big or small depending upon its effects on the organization's functioning. Change can be strategic or structural; strategic change affects the entire organization and shifts the culture and character of the organization. It alters the values, beliefs, and assumptions involved in the organization's systems and processes. As the change is not only related to physical changes, it manages to face

difficulties in altering the mentality of the people working in the organization. It is a transformational change that mainly involves the entire organization. Structural change is related to implementing changes in the processes and procedures and can affect the organization's functioning. In the business context, change is brought in the organization to bring positive changes in the organization's functioning, improving the business's performance and financial gains. Changes can be brought to increment in the processes, known as developmental change. Transitional change is brought to upgrade the organization's functioning to a better level, and transformational changes are related to the organization's strategy and change the system and operations of the business. Changes can be planned in which the organization addresses different issues by changing any aspect of its functioning, or they can be emergent, resulting from changes in the environment (Buschow, 2022).

Influence of Position and Perception on Change

The position and perception influence the view of change as positive or negative. If the top management favors organizational change, they will ensure that it is implemented smoothly. Their commitment and dedication to the change process will affect the people positively, and thus change will be implemented smoothly. Contrary to this, if the top management is unwilling to change, it will be harmful for the organization and affect its functioning negatively. Position and perception of the organizational leadership on the change management have the ability to affect the response of the workers towards change. Suppose they bring changes in the organization as a last resort with no additional efforts and objectives. In that case, the employees will view change as a negative process too, which will affect the results that the organization intends to achieve as a process of change management (NORTHOUSE, 2010).

Change brings different challenges in the jobs of different people, and it depends upon the nature of change and the jobs of different people. Change strategists and external consultants are at the top of the hierarchy in initiating the change process. They justify and communicate the change process with the management and play a role in decision-making. They have the support of the top management, who decided to implement a

particular change for the organization's success. Middle management is also involved in the change management process, and they are primarily concerned with implementation and involving their subordinates. They are in contact with top management and subordinates and coordinate with everyone for smooth implementation. Subordinates are affected by the role ambiguity and workload brought by the change management process. The members perceive change negatively or positively depending upon their perception of the process and their position in the organizational hierarchy. Subordinates are more likely to perceive change positively when there is some incentive or benefit, such as their chance of promotion increases if they play their role effectively. They will view the change process negatively if their role ambiguity increases or the chances of laying off increase. Similarly, a change strategist or planner will view the process negatively if there are numerous hurdles and problems (Kennett-Hensel, 2022).

Drivers of Change

There are different drivers of change that can influence the organization's functioning and strategies. The drivers can be external or internal and have the ability to affect the processes of the organization. External drivers of change include Political, Economic, Social, and Technological issues over which the organizational leaders have no control. These factors add to the organization's risks and must be carefully evaluated. Political factors include the rules and regulations set up by the government and need to be carefully evaluated by the management as these changes are essential so that the organization operates in compliance with the laws. They include changes also related to trade relations with other countries, and multinational organizations have to consider the political factors within their own country and host countries. Conclusion: numerous economic factors include corporate taxation, foreign exchange rates, and inflation, which affect the company's financial gains. Economic uncertainty in any country affects the company's performance in different ways. Economic changes often result in emergent or volatile changes, and often the organization has no options but to implement changes quickly to avoid any unnecessary losses. Social factors are also considered drivers of change and include demographics, people's lifestyles, and consumer purchasing behavior. All of these changes

are linked with changes in the consumer's demands for services and products. Organizations can't operate with their old methods to respond to the customers' demands and take care of their tastes and preferences. To compete with the other organizations providing the same niche of products, organizations need to always respond to the changes in the organization's functions and behavior. Dissatisfaction from the customers can make the organization's survival difficult. Therefore, it is important to understand the customers' concerns and respond to their demands positively. Technological factors are also a major external factor that can change the organization's functioning and bring significant changes. After developing technology in the form of internet and computing, the business dynamics have entirely changed. Organizations that have evolved and changed themselves with time can respond to these changes positively and succeed in better ways. Customers' needs are changed entirely, and businesses such as Amazon Inc. have gained tremendous success due to innovative methods and e-commerce. Also, businesses that adapt according to the changes in the environment can meet the unexpected circumstances in better ways due to the adoption of technology and innovative methods.

The drivers of change affect the organizational strategies as these factors affect the organization's functioning. The organization can survive with the old strategies and need to bring changes to improve the system. An organization needs to ensure that it is operating with profitability and must be able to meet the needs and demands of the customers. Therefore it needs to operate according to the new trends. Also, when the political factors change, organizations cannot survive in the previous ways as they have to cater to the changes and then make decisions about the organization's future. Economic factors affect the organization's profitability and need to be considered while developing any decisions about the organization. Social factors also result in changes in the organization's strategy to attract more customers and not indulge in any harmful activities. The organizations that fail to accept the technical factors and alter their strategies and plans accordingly fail to survive. Therefore the organizational strategies are affected by the factors that are in the external environment. Businesses need to cater to these factors and make policies that are helpful for the organization and will help to survive in difficult situations (Faupel, 2019).

Example of Large-Scale Change in Organizations

One example of a change management process is Nokia, which brought changes in its functioning over the previous years to meet customers' demands. Nokia was a highly successful organization earning huge profits since the time mobile phone technology was introduced. However, ignoring the market demand and Technological factors, that organization remained adamant that it would not adopt the android technologies, which was a massive setback for the organization. Samsung understood the market demand, quickly adopted the system, and produced high-quality mobiles at customer-friendly prices. However, Nokia remained out of the market for numerous years, and it decided to adopt the technological changes that had resulted in the organization's failure in previous years. After 2017 the company started to develop the latest technologies in phones. It is estimated that the company will succeed in the future as it adopts the changes by understanding the customer's needs.

An organization that implemented the change process successfully is Microsoft, which could not compete with the new companies like Google. However, the company enjoyed success in the Microsoft products for a long time. The reason was that the company's significant departments were in conflict and considered each other as competitors instead of strategic partners. Therefore, to meet the challenges the organization faces, the new CEO decided in 2014, Satya Nadella, that a major organizational change is essential to eliminate the unnecessary competition among the organization, which will help boost innovation among the employees, which got lost as a result of organization's toxic environment. Therefore no individual goals were developed for the department; instead, all the departments were given the same goals. The goals were related to reinventing productivity, and business processes were redeveloped. This strategy and restructuring in the organization at a significant level help achieve maximum profits. In addition, it gave the members a sense of purpose, and low morale issues were resolved and improved their level of engagement (Hayes, 2018).

From these two above examples, it is evident that those organizations that adapt to the external factors of change on time are able to survive in the challenging market and gain more success, such as Microsoft.

However, contrary to this, those organizations that adapt to the change process slowly cannot compete in the market due to extreme levels of competition, such as Nokia, and need major restructuring and change management to succeed.

Influence of drivers of change on an organization's behavior

Organizational Case Study Overview

The case study chosen to study the impact of change on an organization's behavior is about Netflix. Onyusheva (2022), in the case study "Netflix: A Case Study On International Business Strategy Development," discussed how the organization has adapted according to the business environment and customers' needs. Netflix Inc is a successful global organization that has been able to adapt to the changes more quickly than others. The case study explains the international strategy development of Netflix, which has helped the organization to succeed and applied the SWOT and PEST model for undertaking the drivers of change. Currently, Netflix is operating in 190 countries, and it has 109 million users across the globe. It is an internet entertainment subscription streaming service. The service provided by Netflix is highly customer-friendly, and they need an active Internet connection to avail of it. The company was founded in 1997 in California as a DVD rental company. The success of Netflix is its ability to adapt according to the demands of the customers and respond to the technological changes that have occurred over the years. It adapted its business model according to the external and internal factors and, therefore, can succeed in the competitive market through its innovative ways. (Evans, 2020).

Change management does not lead to positive results, and it can become the organization's demise if not appropriately managed. Businesses can achieve success and growth only when change is managed appropriately. Netflix was able to gain success compared to its competitor Blockbuster, who could not adopt the innovative features that Netflix presented in its offers. Netflix provided online renting options to its customers and charged low prices, which gave a substantial competitive advantage. However, there are numerous options like Amazon Prime, etc., but Netflix is a market leader.

Netflix started the online streaming system in 2007, and it was because of the advancement in technology and the changing needs of the customers. In 2010, Netflix started to operate in the international markets by starting in Canada and successfully working in different countries. Netflix faced extreme competition in the form of companies such as Hulu and Amazon Prime, which provide online streaming services. In addition, the traditional TV channels also started their online services. To compete with these services, Netflix took a huge decision and started to produce its original and exclusive content that would be available to only Netflix. Netflix used the data that shows the customer's preferences and then produced shows accordingly, and most of them succeeded. These shows help Netflix gain huge followers and retain previous customers. The company keeps it up to date, works the new customers, technology and regulations, and is a pioneer in the industry by taking care of the stakeholder's needs. Change management has been the reason why Netflix has achieved tremendous success and the business work on aligning the company's strategies according to the development in the industry. Effective change management requires unfreezing the old behavior, adding the new ones, and refreezing them. The change management at Netflix started from the top management, who was aware of the change and was able to implement it properly.

Internal and External Drivers of Change

The internal and external drivers of change were involved in the change management at Netflix. The internal drivers of change include technology as it was a time for the growth of information technology, and people started using smartphones and the internet; therefore, it was the best time to adopt technology that would ease people for watching their favorite shows at low prices. Moreover, the company started developing its exclusive content when the media houses developed their streaming services and took off their shows from Netflix. The organizational culture of Netflix is another internal driver which resulted in numerous changes in the company. The company was innovative when it started its operations as a renting company and then moved to the internet for the same purpose. It started its subscription model to facilitate the customers, and it was beneficial for them to watch many movies instead of renting each movie separately. Financial management is another

internal factor that resulted in positive changes in the organization, and the company aimed to gain maximum profits. Employee morale is an internal factor that has helped the company adopt new processes without any problems. They are aware that the organization can't operate without upgrading itself and adopting new methods for its success in a field with cut-throat competition. Competition in the market is another internal factor that compels Netflix to adopt new technologies that outshine its competitors.

Many external factors are highlighted by the article, which affected the business model of Netflix. The first factor is the economy, and one of the reasons for the business's success is the economic conditions of the United States, where the company excelled and spread its operations in other parts of the world. Political forces also resulted in the company's success as the company was allowed to operate in the United States and numerous other countries from where it earned huge profits. Another important external factor is the competitor's threat, and the organization made many decisions to compete with them and provide better services. Technological advancement is another external factor due to which the company took many decisions to implement changes by upgrading its basic operations. Customer satisfaction is another critical external factor due to which organizations adopt new technologies to ease them and provide them with different options. Both internal and external factors were involved in running the business.

Most Significant Drivers

The most significant factors that resulted in change management at Netflix were advancements in technology and customers' expectations. The reason is that when the technology is changing at a fast rate, an organization must focus on adopting the new technologies in the business model instead of creating hurdles in the functioning of the company. The second reason is that the companies must be responsive to the needs and expectations of the customers and upgrade their products timely instead of giving a chance to new competitors to gain the advantage of the market gap and demands of customers. The success of Netflix is that the company was able to identify the factors that could result in its failure. The company took risks to ensure that it was fulfilling the customers' needs and adapting to the new situations in the best ways. Instead of becoming

obsolete, successful businesses must develop strong business development teams who should study the changes in the market and develop policies and practices according to the given data (Neves, 2018).

Impact of Drivers of Change on Leadership, Individual and Team Behaviours

The drivers of change have affected leadership, individual, and team behaviours because the company understood that its success depends on adopting the new technologies and satisfying the customers' needs. Also, when different TV channels such as HBO, Disney, etc., started their streaming services and took off their show off Netflix, the company started to produce its content by using the data analytics to develop shows that the customers prefer. Therefore the leadership of Netflix is concerned that it should develop solutions in a timely and not after the company loses its market share to its competitor. The psychological impact of change on people and their behaviors is positive because the business leaders have been able to adapt the measures that become part of people's lives after a few years. At the beginning of the business, when Netflix went online renting system, it kept the physical renting options for the customers who were repulsive to the change and were not used to the new system. Netflix brought changes in a step-by-step manner and didn't force its customers to agree with the business model. Later, when the trend of DVD movies ended, Netflix also ended its physical renting business. Therefore, the company caters to the needs of all types of customers, those who are receptive to change and others who are repulsive to adopting the new technologies quickly. The teams and individuals working at Netflix are trained in such a way that they need to identify the factors that could bring changes in the business model and then adapt to those changes effectively. The psychological impact of change on the customers is also present, and now the company can retain the customers who want quality content at affordable prices. Netflix is considered a favorite pass time of the people, and they appreciate the quality content provided by the company. Also, the organization can develop a relationship with the people who spend their time watching new shows and seasons. People are led and managed by providing content that they like, and they are delighted with the top-quality content produced by the company (Lewis, 2011).

System Theory

System theory is applied to understand the process of change in the company led by the drivers of change, and the aim is to predict and proactively plan for change. According to system theory, whatever happens in any part of the system affects the functioning of the rest of the organization. The reason is all parts of the system work together and operate as a whole. The system approach of change management allows the organization's managers and employees to understand that a change can't be implemented in isolation, and it has the ability to influence the functioning of the entire organization. Continuous improvement models are implemented in the organization to ensure that the business predicts the new changes that can affect the profitability of the company. The organization also plans for change in a proactive manner, which affects the organization's functioning in positive ways. Netflix has shown over the years that it can develop plans for the customers that are according to their needs and demands. It develops plans in such a way that it gains an advantage over its competitors in the best possible ways. The company's four steps of continuous improvement include plan, do check, and action. The plan refers to the first step of brainstorming, and the second step is to do the implementation stage. The third stage is a check, in which the organization review and assesses the change process, and the last stage is action, in which the processes are improved by using better efforts. Netflix has used this method to adapt to the technological and customer demands changes and has remained successful over the past years (Kuzmanova, 2018).

Burke-Litwin Model

Burke-Litwin model helps make the change process more efficient and effective by responding to the drivers of change. The model is about developing a cause-and-effect relationship. It assumes that twelve organizational elements result in bringing change in any system, and these factors are grouped at different levels. First, external factors are considered the most significant factors, and the next level down are strategic factors, then came operating and individual factors and the last stage is output (Darmawan, 2020).

The change management process at Netflix can be explained using the Burke-Litwin model. The external

factors are at the top. They include the technological advancement that occurred in the beginning years of the 21st century. Netflix altered its business model according to the needs and demands of the customers and the changes that were taking place. The strategic factors include the strategy of Netflix, which was to provide affordable streaming services to its customers at a global level. Leadership is also included in this level, and organizational leadership analyzes the business environment and consumer preferences before altering its business model. The organizational culture also played an important role. As a result, the company was able to develop a progressive and innovative culture where the innovation is valued and applied if beneficial to the organization. The operating factors also helped in the change management process, and management practices ensure that the company facilitates the employees working to improve the organization's functioning. The structure and system of the organization also facilitate the process of change. These factors facilitate change but do not result in long-lasting changes. Individual factors also contribute to implementing the change process in the organization, and they include the working climate that affects the employees' functioning. The employees' motivation also affects the change process at a trim level, and their skills and tasks are beneficial for the organization. The output of the change process is the improvement in the individual and organizational performance, and these factors can often cause the change process. These factors contribute to making the change process more suitable for the employees and affecting the business's functioning at small or more significant levels (MEE-YAN, 2015).

Minimizing the Negative Impact of Change Process

The organizational change process is developed by considering the negative aspects of the change process, which could negatively affect organizational behavior. The first thing is to articulate the change with the business goals, and it must be in accordance with the mission and vision of the organization. Also, it is essential to determine the impact of change and the people who will be affected by it at different levels. A communication strategy must be developed to bring the employees on board, and the employees' feedback must be managed. To minimize the negative impact of change, it is essential to provide training to the

employees to manage the change because employees need certain skills to deal with it.

Furthermore, it is essential to provide a support structure to the employees when dealing with changes as they often get overwhelmed. Finally, the change process must be measured, and improvement should be brought into the process for effective functioning. By implementing these measures, Netflix is able to develop a change management process through which it keeps its employees on board and ensures that they are operating in accordance with the objectives and goals of the company. As a result, the company keeps the employees on board while making important decisions and value their opinions and ideas.

Impact of barriers of change on the decision-making process of leadership

Barriers for Change

Implementing the change process in the organization is not an easy task, and it requires that all the organizational members should support the process. These barriers affect the decision-making process of the top management who remain unsure whether the change is in the benefits of the employees. While developing the strategies for change management, the leadership should identify the factors that help any business implement the change process quickly. Change should result in improvement in the conditions of the organization for betterment. Resistance to change found in the organization is due to the barriers present in the change. Businesses need to implement changes without hesitation, and they help the organization achieve certain goals successfully. One of the barriers to the change process is the lack of employee involvement, which will reduce the effectiveness of the entire process and result in the organization's failure. Often, the organization cannot involve the employees in the process of change management, which can result in negative consequences for the organization. Lack of communication among the employees and employers about the change process can be a reason for the failure of the change process. When employees are involved properly in the change management process, they can prove to be the organization's biggest asset.

Another barrier to change is the lack of communication channels in the organization, due to which top leadership is not able to convey their message directly to the employees. If the top leadership considers that

they only need to implement the change and should not consider the employees' possible impact, they are not right. People take time to adjust to the new development and need proper support and assistance from the top management. Employees should not only be aware of the change only but also of their role and the reasons for implementing the change.

The change management process can sometimes influence the culture of the organization, and the leadership should also focus on this aspect other than only thinking about the structural changes. Organizations must not overlook the employees' feelings because if they don't support the change process, it can result in disaster in the organization. Change is also difficult for an organization that cannot develop consistent organizational culture and implements changes without understanding the organization's existing culture. Organizational complexity is another factor that affects the process of change management. The change processes, products, and systems make the process of change management difficult for the organization. Organizations can overcome these barriers by adopting a skillful approach for effective growth instead of focusing on complexity. Also, it is vital not to bring a change that is too complex for the employees, and they should be facilitated in the entire process of change.

Lack of clarity about organizational change is another critical factor that can act as a barrier to change. The reason is that when the employees are not given the knowledge about the desired results, they can't function properly to achieve the desired results. Another barrier includes strategic shortcomings that can't help the organization develop the change initiatives properly and implement them in the best possible ways. These shortcomings can be reduced by identifying the need for change, and resources should be allocated for the change management process. Also, the risks associated with the implementation of the change process must be identified and addressed. A realistic timeline must be set, and training and support must be given to the employees to deal with the change process in better ways. Measurable KPIs must be developed, and feedback must be given to the employees regarding their role in the change process. Change resistant culture is another barrier to change management, and the longer a culture stays in the organization, the status quo is maintained,

and it is difficult to change that culture.

Lack of accountability is another factor that acts as a barrier and affects the implementation of the change management process. When the management and employees are accountable for their roles, they remain concerned with the change process and make sure that they play their part effectively. Insufficient resources and tight timelines also act as barriers because when the resources are less, the change process is not implemented appropriately. The time factor also acts as a barrier when the change is implemented inadequately and quickly without taking care of its impact. Inappropriate organizational structure can also be a barrier because when the hierarchy is not maintained effectively and duties are not divided, the change process is ineffective. When the management underestimates the change process, it becomes difficult to manage the process. The reason is that no efforts are made for the smooth conduction of the change process. Lack of support from the middle management also acts as a barrier to change, and often, the reason is that middle management is reluctant to the process and wants to save their positions. Poor cross-functional teamwork is also a barrier and affects the change implementation process.

The barriers to change are present for all organizations, including Netflix, but many factors support the change process. The most significant support was from the top leadership, which was able to understand the importance of the change process and changed the business entirely due to the analysis of the external forces. Another supply factor is the proper communication channels within the organization. The top management shows their support for the change process and ensures that the employees are capable of conducting the change. The management completely understood the importance of the change process and gave support to the middle management to implement the change. When the organization decides on any change, such as changing from a rental DVD to an online streaming system or producing its own creative content, sufficient resources are allocated for the service.

Schein's Organisational Culture Model,

Schein's model of organizational culture explains the barriers to change that could affect the organization's

functioning. According to Schein, an organizational culture develops over time when the employees get used to the culture (Royce, 2018). The culture is adapted according to the external environment, and it can resolve the organization's problems. Schein developed his model to define a series of different assumptions that help the employees resolve the problems linked with the external environment and internal integration. These values become a part of the organizational culture, and this is passed on to the new employees who also behave according to these principles. The model states that organizational culture has three levels; the first level has artefacts, which refers to the characteristics easily identified by the people and provide insight into the organization's culture. The second level is espoused values that an organization propagates about its culture and operations. They include numerous factors such as organizational values, mission, and vision, and they provide more information about the culture than artefacts. The third level is underlying beliefs, which are the deepest level, and they show how an organization operates internally and deals with external factors. They include the methods members use to deal with the employees and the behaviour that can result in success or failure (Rosenbaum, 2018). According to the Schein model, whenever any change is required in the organization's functioning, then direct mechanisms are required, and indirect influence does not affect the organizational culture. Culture also plays a vital role in accepting the change by the organizational members because people are used to working according to specific methods and routines, and no doubt change is challenging. The model states that when the artifacts, espoused values, and deep beliefs are developed so that they favor progress and function so that change is appreciated, the change is promoted quickly (Stouten, 2018). Self-efficacy perception also affects the change implementation process because when the management or employees believe that they are self-sufficient, they don't make efforts to improve the functioning. They cannot adapt to the changing circumstances and are often left behind by their competitors. The case of Netflix is an example that shows that organizations that change according to customer values and Technological advancement can deal with the changes in better ways. Contrary to this, the case of Nokia shows that when the organizations consider that they don't need to upgrade according to external factors, they suffer a lot and may

lose their position in the market. Situational resistance to change also impact the smooth implementation of the change management process and must be dealt with with care and caution.

Impact of Barriers of Change on Leadership

The barriers to change influence the leadership decision-making process because while developing the strategies for change management, they have to make efforts to resolve the barriers. These barriers don't allow the smooth implementation of the change process. Leaders have to take care of different aspects which act as barriers, such as organizational culture, poor communication, etc. Leadership powers are also dependent upon the culture of the organization; there are some organizations where all powers are invested in the leadership, and they can make any decision about the organization, such as in sole proprietorship. Contrary to this, leaders have limited powers, and they are answerable to the governing bodies; therefore, they can't make many decisions of their choice. The barriers to change also influence the change management process in Netflix, and leadership developed effective channels to communicate the importance of change to the employees and other stakeholders. The organization was able to adapt according to the external environmental factors because of the support it received from the organization's inside. All the employees wholeheartedly make efforts to ensure that the organization adopts according to the requirements of time, and thus it helped the company adapt to the changes effectively (Shafiq, 2018).

Leadership Decision making Process about Change

It is essential that in the leadership decision-making process, the right thing must be done while overcoming the resistance and barriers at all costs. The reason is that when the organizations are not able to deal with the issues timely and don't implement changes that are the needs of the hour, the organization suffers a lot, and massive business is lost. Contrary to this, if the organization implements changes while compromising on some short-term objectives, the organization benefits a lot in the long term. The role of leadership is critical in the decision-making process for the change implementation as they have to go out of their comfort zone and look at the long-term goals and objectives. An example can be Amazon, which started as a pioneer of e-commerce

because the leadership was able to identify the potential in the field, and it got huge success. Therefore, while the organization is making huge decisions about its functioning and implementing the change process, the management should play their role and make the right decisions instead of focusing on achieving the short-term goals (Seles, 2018).

Application of Leadership Approaches to a Change Initiative

Different Organizations undergoing Change Process

Leadership have to deal with the changes in different ways depending upon the nature of the changes. When the organization plans the change process, it has more time and opportunity to select the process, and when external factors impose the change, the leaders are often not able to cope with the changes in the best ways. Organizations deal with the change management processes in different ways, which depend on the structure and functions of the organization. There are many real-life examples which show how organizations implemented change strategies to deal with the challenges that affect the functioning of the business. One organization is Walmart which started its e-commerce business in 2013. The company started the service after the massive success of Amazon, which provides the facilities of shopping from home and therefore was a significant threat to the market share of Walmart. To deal with this issue, the organization decided to adopt the model of Amazon. It started to sell the products online too to cater to the segment of the population who were more comfortable with online shopping. Walmart ran its online and physical stores, and it provided huge profits. Another organization which implemented change is Nokia which has ruled the telecom sector for 14 years. However, after the Internet development, Nokia could not compete with the other companies because it didn't adopt the changes and could not capture the market. It was a significant failure on the part of Nokia. It was unable to understand the challenges and opportunities and failed to adapt according to the customers' needs, and technological advancement resulted in failure. However, after 2017, Nokia again entered the market with the new system and is still struggling to compete with the established companies such as Samsung, Apple etc. Disney is another organization which faced problems in its functioning, and change became inevitable.

After Disney started to face problems and competition in the market, Disney adopted the solution in the form of a merger with Pixar. Both organizations decided to operate together by cooperating. The last organization that needed a structural change was British Airways, where the expenditures were too high. The profits were lower due to the inefficiencies in the system. The management decided to change the entire system by cutting personnel, replacing inefficient aircraft and eliminating unprofitable routes (Stanford, 2013).

Leadership Approaches to Deal with Change

Selection of the leadership approaches is crucial as it would affect the process of change management. Organizational leaders need to show their dedication and commitment to the change process regardless of the nature of the organization. Employees will only understand the importance of change management measures when the leaders show their dedication and commitment to the process. The case of Walmart, where it was facing tough competition from Amazon and therefore decided to operate online too, is the top management's decision. Therefore the leadership style that is required is authoritative. Leaders need to establish new systems for the e-commerce business, and hiring new staff is essential to resolve such issues.

Another type of issue that Nokia faced was that it needed to upgrade the system according to the demands and needs of the customers. For bringing such types of changes in the organization, organizations need traditional or coaching approaches. Due to these approaches, leadership will identify a direction for the organization and play the mentor role by ensuring that the organization competes with the other companies functioning in the market. The third issue discussed was the organization Disney which faced problems capturing the market. The leadership decided on the merger, which can be considered an autocratic approach because the input of the employees was not taken. The last discussed case was about British Airways, where the leadership played the roles of authoritarian and transformational leaders. They eliminated all the inefficiencies in the system to make it more effective and ensure that the business performed at high levels of efficiency. Later the leadership played the transformational role and motivated the employees to perform their duties effectively.

Situational Leadership

The situational leadership model can help discuss the situations faced by organizations such as Walmart. The leaders can give directions to the employees, and there is little input from the followers in this style. Kotter's eight-step change model can be used to explain the situation of Nokia. As Nokia was out of the race for a long time, therefore after many years, the organization realized that it needed to upgrade the system according to the customers' wishes. The first step is to create urgency about the current situation, and the second step is to form a coalition to improve the organization's current situation. The third step is to envision the change and the fourth step is to communicate the change with the stakeholders. The fifth step is to remove the obstacles, and the sixth step is to achieve short term goals which will motivate the organizational members that it is moving in the right direction. The next step is to enhance the change further, and the last one is to anchor the change in the corporate culture. Lewis's change management model can be used to explain the change management model that is implemented at Disney. The steps involved in the model include unfreezing, changing and refreezing. It will help to incorporate the desired behaviour and actions in the organization which have been ignored. The model of change and management through leadership can explain the conditions of British Airways as the change is inevitable for the organization's success.

Leaders need to play their role carefully while managing the change process. For instance, when structuring changes are required to eliminate the inefficiencies, the leaders must play the role of authoritative leaders. The benefits are that the employees will not question the actions taken by the leaders and will act according to the instructions. When the leaders need to increase the employees' job loyalty, engagement, and dedication, they can play the role of transformational leadership and assure that the employees' morale is increased. When the leaders need to adopt new technologies and functions, the organization leadership needs to play the authoritative and coaching leader to guide the process of change and assure that the performance is improved. Also, for taking decisions such as mergers and acquisitions, they can take autocratic decisions depending on their choice. They are not bound to satisfy the employees in this regard.

Situational leadership is the approach which states that there is no best leadership approach and the nature of the task determines the appropriate leadership style for the different tasks. Also, it states that organizational leadership must adopt the leadership style after analyzing the situation in which they have to play their role. For instance, sometimes, the organization has to take the difficult task of downsizing the company. For this purpose, it can adopt the autocratic approach and implement the decisions without considering the employees' thoughts. Similarly, there are conditions when the leaders have to boost the employees' morale or increase their job loyalty. Through a transformational role, an organization can benefit the most. Similarly, the organization can choose the democratic style when it wants to benefit from the employees' experience.

SWOT Analysis

Strengths Helps to compete with other organizations Keep the organization as the top priority of customers	Weaknesses Requires organization to spent resources Difficult to overcome the resistance of change
Opportunities Enable organization to enter new markets Enable organization to gain more profits	Threats Decreased morale of employees Decraesed attachment with organization

Methodology

Research question

How the organizational leadership must manage and lead change for the benefit of the organization?

Why the process of managing and leading change is important for organizational success?

The data collection and analysis was done to verify the importance of process of managing and leading change in the organizations. The factors that were discussed in the report include role of leadership, organizational culture and employees resistance and willingness in the smooth process of change management. Researchers analyzed the data and measured the aspects of change management for the organization.

The secondary data set refers to the data that is collected from the researches that have been done before. Such data set is used as the basis of research and drawing on conclusions. The data is collected from different sources which include Internet,, libraries, archives and organizational reports. The data sourced from the

libraries include the journal and peer reviewed articles and case studies which help to understand the topic more accurately. It involves qualitative research and the financial or econometric modelling techniques were used to analyze the data. Such model helps to analyze the statistical relationship between different variables. The research involves the analysis of the previous available literature and using it to determine the relationship between different variables.

The study involved the indepth analysis of the available literature that help to determine the process of change management in the organizations. The data was obtained through the peer reviewed articles and was analyzed to understand the process of change at some organizations. It was identified that the process of change management is critical for the organization and those organizations which manage the change process timely succeed and vice versa.

Conclusion

To conclude, change management is an essential aspect of the leadership role. It can bring success or failure to the organization depending upon the nature of the change and its impact on the organization. To manage the change process successfully, it is essential to develop a partnership between the leaders and employees which will help implement the change effectively in the organization.

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