

Change management flashcard



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Topic: Employee creativity and change management Section 1 The prime focus of the literature review is how the required changes in today's changing environment be implemented efficiently in different organisational settings. The primary search tools used for the references are Google and Google scholar. A list of hundreds of articles and journals has been found relating the chosen topic of ' Employee creativity and change management'. Topic related to issues such as the managing innovation, creative leadership to manage changes etc. ave also been found. The aim is to include some literary articles and journals focusing on managing changes in today's organisational settings and how to encourage & implement the required creativity to complement the goals of an organisation. Some references include company research or practitioner literature or literature from the press to highlight the change strategies and success reports. Plenty of new terms have been found in the process and are being used repetitively in various articles.

Six of them seem most relevant and thus included as follows: 1. Employee Creativity Creativity is defined as the tendency to generate or recognize ideas, alternatives, or possibilities that may be useful in solving problems, communicating with others, and entertaining ourselves and others. (Franken, 1994, page 396) Creativity is derived from an individual's accumulated creative thinking skills and expertise based on their formal educations and past experiences (Amabile, 1998; Gong et al. , 2009; Tierney et al. , 1999).

Kanter believed that instead of utilizing creativity training in corporate settings, the corporate environment plays a more important role in modelling creativity. Specifically, " any leader can design an environment that helps

ordinary people become more creative”. For her, creativity is like “kaleidoscope thinking” and the key to creativity is to rearrange the structure to create a new reality. (Kanter, 1986). 2. Creative Leadership The Centre for Creative Leadership (2012) defined creative leadership as “the capacity to think and act beyond the boundaries that limit our effectiveness. In addition, Ibbotson and Dars (2008) have recognized in reality that behaviours of encouraging autonomy and using constraints should go hand in hand. They argued that creative leadership is “a balancing act between the emergent and the directed”. Therefore, the craft of creative leadership is rooted in being able to “identify, articulate, and express constraints that provoke the team to creative responses within the right field” (Ibbotson and Dars, 2008, pp. 554-555).

Mumford, Scott, Gaddis, and Strange (2002) have differentiated creative leadership and other leadership behaviours in three perspectives: (a) the nature of work, specifically, novel, ill-defined tasks; (b) different influence tactics that direct creative people; and (c) the inherent tension between creative efforts and organizational demands. Mumford and colleagues (2002) maintained that creative leadership is an integrative style of leadership with three elements: idea generation, idea structuring, and idea promotion.

Goertz (2000) has recognized a conceptual link between creativity and leadership for defining creative leadership in literature. Specifically, if creators in the position of leadership, their creativity will function as an important asset for exercising leadership. In this case, creativity becomes a means of leadership. 3. Transformational leadership Burns (1978) was the first author to contrast “transforming” and transactional leadership.

Transactional leadership involves an exchange relationship between leaders and followers such that followers receive wages or prestige for complying with a leader's wishes.

Transactional leadership encompasses contingent reward and management-by-exception. In contrast, transformational leaders motivate followers to achieve performance beyond expectations by transforming followers' attitudes, beliefs, and values as opposed to simply gaining compliance (Bass, B. 1985 cited in A. E. Rafferty and Mark A. Griffin, 2004) 4. Organizational change management (OCM) Organizational change management (OCM) is a framework for managing the effect of new business processes, changes in organizational structure or cultural changes within an enterprise.

A systematic approach to OCM is beneficial when change requires people throughout an organization to learn new behaviors and skills. By formally setting expectations, employing tools to improve communication and proactively seeking ways to reduce misinformation, stakeholders are more likely to buy into a change initially and remain committed to the change throughout any discomfort associated with it. (<http://searchcio.techtarget.com/definition/organizational-change-management-OCM>) ? 5. Planned change

Planned change is a set of activities in an organization that are intentional and goal-oriented. Essentially there are two goals: It seeks to improve the ability of organization to adapt to changes in its environment and It seeks to change employee behavior since an organization's success or failure is essentially due to the things its employees do or fail to do, planned change is

concerned with changing the behavior of individuals and groups within the organization (Nameer, 2008). 6. Psychological Empowerment Psychological empowerment was defined from the perspective of the individual employee.

The psychologically empowered state was considered to be a cognitive state characterized by a sense of perceived control, perceptions of competence, and internalization of the goals and objectives of the organization (Menon, Sanjay T, 1999). ? Reference List: 1. Burnes, 2004, Kurt Lewin and complexity theories: back to the future? , Journal of Change Management, Vol. 4, No. 4, 309-325 2. Robert E. Franken, 1994, Human Motivation, 3rd ed. , Pacific Grove, Calif : Brooks/Cole Pub. Co.) 3. Ibbotson, P. , & DarsO, L. (2008). Directing creativity: The art and craft of creative leadership.

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Section 2: Annotated Bibliography Introduction In recent decades, business markets and environments are becoming uncertain, complex, unstable and heterogeneous. In order to achieve sustainability and to promote competitive advantage firms need to create excellent corporate practices and strategies and build organizational norms and values. Not only that but with the changing environment firms need to evaluate and update their norms, culture and strategies on a continuous basis.

There is no doubt that ‘creativity’ now has become one of the most important components to survive in the competitive world. Accordingly, transformational leadership becomes a key determinant of helping firms explain and drive employee creativity, organizational innovation, business excellence, corporate profitability, and firm sustainability. It refers to an ability of leaders to motivate subordinates to achieve performance beyond expectations by transforming the subordinates’ attitudes, beliefs and values as opposed to simply gaining compliance (Rafferty and Griffin, 2004).

As mentioned earlier that the aim of this literature review is to include six literary articles or journals focusing on managing changes in today’s organisational settings and also focus on how to encourage & implement the

required creativity to complement the goal of an organisation. Article 1: Kurt Lewin and complexity theories: back to the future? Abstract The article by Bernard Burnes of Manchester School of Management, UK, challenges the Kurt Lewin's three stage model of organizational change as to be irrelevant and obsolete in modern organizational settings.

It takes into account that in today's complex, dynamic and non-linear self-organizing systems, complexity theorists are becoming more in demand although portrays similarities with Lewin's work. Evaluation The article drives further from Lewin's static and simplified three stage (defreeze – change-refreeze) analysis of implementing change to complex theories needed for dynamic and complex modern organizational structure.

The two theories – Lewin's three stage model and the complexity theories, which in turn a number of different and related theories such as chaos theory (Lorenz, 1979, 1993; Bechtold, 1997; Haigh, 2002), dissipative structures theory (Prigogine and Stengers, 1984; Prigogine, 1997), and the theory of complex adaptive systems (Goodwin, 1994; Stacey et al, 2002) have been explained and compared to highlight the need for the complexity theories. The implications of the two theories are a highlight of this article.

The article establishes that although Lewin's model has been considered to deal only with 'planned change', its iterative and learning approach to change, as seen in Action Research, might equally deal with 'self-organised' or 'accidental' changes. Not only that, similarities such as Lewin's 'quasi-stationary equilibrium' view of stability within organisations and the complexity theorists' 'order-disorder' perspective, Lewin's change efforts—

self-organizing groups and teams in organisations—to the ‘third type’ of change advocated by complexity theorists have been well established.

However, even though the primary aim of the article has been acknowledged very well, it leaves room for further research on implementing changes in complex, dynamic, non-linear organizational settings according to the degree of complexity of change.

Article 2: The influence of antecedents on employee creativity and employee Performance: A Meta-Analytic Review

Abstract The article by Li-Yueh Lee and Emmelia Tan focuses on the psychological aspect of human characteristic and to what extent individuals’ behaviour is important for the strategic, administrative, or operational outcome at work.

The highlight of the article is the integrated quantitative research that exist in the workplace that demonstrates how leaders can manage their human resources to enhance employee creativity and performance. It has successfully studied the effects of favourable consequences from person-supervisor fit, supervisor support and LMX (Leader Member Exchange) on employee creativity.

Evaluation The study articulated the importance of match between characteristics of individuals and their work environment and their impact on both employee motivation and organisational effectiveness.

The literary terms and hypotheses are very well structured and easy to understand. Eight hypotheses relating employee creativity, degree of psychological empowerment, work environment, organizational support and employee performance have been tested using Meta-analysis tool. The article gives step-by-step, logical and realistic outcome based on empirical

studies using scientific database. The statistical analysis has suggested that psychological empowerment, makes a significant contribution to employee creativity by positively affecting an employee's intrinsic motivation.

Although the findings suggest positive outcome of innovative climate on employee creativity, in practical organisational setting the results may vary. In practice, time bound projects, limited resources, external market conditions and interdisciplinary settings of organisations may not result in favourable outcomes of employee creativity. Also the risk of psychological empowerment may act as an obstacle to organizational norms and culture which can be detrimental to the overall performance of the organization.

Article 3: Creative Leadership for Directing Changes Abstract

This article by Kuan Chen Tsai (2012) of Dreeben School of Education, focuses on the importance of leadership to enhance creativity to confront turbulence and fast changing environment. The article highlights that in reality creative leadership behaviour of encouraging autonomy and using constraints should go hand in hand. Evaluation This is an excellent piece of research work. The article comprises of different findings on creative leadership and also considers the obstacles of change in organisational settings because of restrictions such as, time, resource, demands of the market etc.

Implications of three system oriented models for creative leadership – Robinson & Runco's (1992) psycho-economic model of creative process; Sternberg & Lubart's (1993, 1995) investment theory of creativity; and, Mumford & Connelly's (1999) creative problem solving perspective can be

highlighted as a significant contribution of this article. The article suggested the importance of leadership and motivation for managing and implementing changes in an organization.

It establishes the fact that ‘ the responsibility of creative leaders is not only to demonstrate their creativity to deal with ambiguous issues, but also to try to persuade others to share their creative insight’. Moreover, the article not only cited the positive outcome of creativity but also highlighted the negative hindrance in the process of change. Challenging classical propositions such as Adam Smith’s (1776/1996) division of labour or Williams & Yang’s (1999) structural obstacles establishes a practical insight of creativity and leadership. The article is a collection of past findings reviewed.

Although the structure and flow of the article has successfully established the need for creativity, importance of leadership skills and innovations, it lacks in finding strategies to combat the negatives of the same. Article 4 : Organizational Change: Motivation, Communication, and Leadership Effectiveness Abstract The article by Ann Gilley, Jerry W. Gilley and Heather S. McMillan, aims to highlight the effectiveness of leaders in implementing change within an organization and to focus on specific leader behaviour that are necessary to execute change initiatives successfully.

Analysis of logical and realistic database successfully indicated the importance of approaching change from a person-centred perspective and shows that organizational leaders can successfully implement change if they address issues of motivation and communications. Evaluation The article establishes a theoretical background begins with the ripple effect of various

types of changes such as episodic, continuous, transitional, developmental etc. and the comparison of basic change models (Lewin's, Kotter's and Ulrich's models).

The article cited the failure of more than 300 trait studies to generate a conclusive list of 'agreed-on traits' inherent in effective leaders but certain traits such as supervisory ability, the need for achievement, intelligence, decisiveness, self-assurance, and initiative are the of positive significance. The study highlighted, explained and established leadership from a behavioural construct comprises of Coaching, Communicating, Involving Others, Motivating, Rewarding, and Promoting Teamwork.

The quantitative research with a variety of survey units with age and gender deviations, positional deviations, industry and size deviations have been used and result shows that the demographic variables of rank/position, organizational tenure, and supervisor gender were all significantly related to change effectiveness. The research suggests the significance of particular behaviours and reveals that a considerable percentage of variance in talent of leader's motivational ability and efficient communication skills can change effectiveness.

This is no doubt a constructive information for managers to successfully implement changes. However, they themselves suggested further scope of research – 'additional study may add to the understanding of factors that reinforce and sustain change within complex, dynamic environments. Future study could support or refute the accuracy of employees' perceptions of their leadership and change, examine the influence of one's position on

perceptions of leadership change effectiveness, and consider the scope of changes being evaluated. ’

Article 5: Creative Requirement: A Neglected Construct In The Study Of Employee Creativity? Abstract Kerrie L. Unsworth, Toby D. Wall, & Angela Carter identified the creative requirement of a job as a neglected forecaster of employee creativity and suggested that it may not only account for relationships between traditional work factors and creativity, but also may represent a more effective means of increasing creativity than changes in job design. Evaluation The literary terms are established clearly and compared with past studies.

The article explores the neglected construct of creative requirement both theoretically and empirically. It cited that as none of the past studies have measured creative requirement and how the relevant factors fits alongside work factors as a predictor of employee creativity, it develops five competing models to predict employee creativity. A sample from UK general hospital has been analysed, a new measure of creative requirement was developed, and different measures used to scale components such as Empowerment, Support for innovation, time demands etc.

The results have successfully established their primary aim and suggest that ‘ organizations wishing to increase levels of employee creativity should emphasise issues surrounding creative requirement rather than solely work design. ’ – No doubt this is a significant contribution of this article. As the data is restricted to a specific industry here, further research can identify

whether the same result remain unaltered in other industries as well. Article 6 : Theoretical Perspectives of Leadership and Change Management

Abstract The article by Dr. John Mylonakis and A. Theofilakou focus that transformational leadership is strongly connected with strategic organizational change. Change requires a lot of effort to be successful and the best time to implement it is when the company is flourishing. But as at that time the internal and external resistance to change is the highest, we need effective leadership skills to foster the change process. Evaluation Strategic organizational change has been reviewed in light of different leadership models.

The study has broaden its dimension by considering both internal and external market characteristics, change in terms of legal, economic, technological and socio cultural aspects have been considered, which makes it is more realistic approach of change management. PEST analysis, leadership skills over managerial capacity to change are no doubt contributed significantly in understanding change management. Scope for further research to consider role of these different factors on change management is importunate. Conclusion

With the dynamic and complex socio-economic, cultural, behavioural and technological environment, it is of significant concern to the organizations manage the obvious changes and implement them to survive competitiveness. All the above studies agreed that leadership skills are the fundamental need to reduce the gap between change requirement and its management. With varied degrees of change complexities it is undoubtedly

accepted that internal and external motivation for both employers and employees can only be achieved with effective communication, empowerment and support for innovation, Coaching, acknowledgment, reward and promotion.

Transitional leadership is the need to encourage and implement employee creativity and successful change management. Articles that could have been added: Article 1: Harness employee creativity bosses urged A study by Rachel Nickless of today's top owners which highlighted the need for freedom in high-performance workplaces. It found that equal weighted non-commissioned works are rated as more than their commissioned counterpart. It is an excellent study of how transitional leadership and employee empowerment can boost both intrinsic and extrinsic motivation to successfully implement the result-oriented 'change'.

As the article is from a popular press and specific to some company reports and case studies, it has not been included in the above section but undoubtedly prove the theoretical findings in real world. Article 2 : Linking Empowering Leadership And Employee Creativity: The Influence Of Psychological Empowerment, Intrinsic Motivation, And Creative Process Engagement The research by X. Zhang and Kathryn M. Bartol built a theoretical model linking empowering leadership with creativity using several intervening variables and examined the influence of psychological empowerment on intrinsic motivation and creative process engagement.

The research tested seven hypotheses and established that leadership approaches addressing the underpinnings of creativity are effective means

for encouraging it. The above articles have investigated relationships between leadership style and employee creativity, empowering leadership can further stretch the findings to encourage leadership skills. Articles that could not be considered: Article 1 : Guru Speak: An insight into your mind The article on The Economic Times highlight ‘ neuroleadership’ to apply improving personal resilience, control the quality of conversation, growing talent and manage change.

It depicted the danger unorganized communication in the change management process. It suggests that if one learns how to improve their own thinking, it will make him a better leader and more efficient in influencing others’ thinking, which is an important leadership. It suggests ‘ neuroleadership’ can be an assessment tool for leaders. Although it suggested some behavioural aspect of improving leadership skills it is not directly relevant to the main topic of study here and thus is not considered.

Article 2 : Models of Organizational Change: A Quick Primer The article by Marty Jacobs is a collection of ten change management models briefed with quick bullet points which makes it handy and easy to find the basic structure of the models. But it lacks the required explanation for in-depth understanding of the models and thus has not been considered as worth mentioning in the above study. Reference List: 1. Theofilakou and J. Mylonakis, 2006, Theoretical perspectives of leadership and change management, OAI, DOI: 2159/1516 . Gilley, Jerry W. Gilley and Heather S. McMillan, 2009, Organizational Change: Motivation, Communication and Leadership Effectiveness, Performance Improvement Quarterly, Volume 21, Issue 4, pages 75–94 3. Burnes, 2004, Kurt Lewin and complexity theories: <https://assignbuster.com/change-management-flashcard/>

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