

# Module 8(pol)principles of leadership



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Leadership Part I Lewin's ic Unfreezing, Changing and Refreezing Model.

Lewin's ic unfreezing, changing and refreezing phases are the processes encapsulated in his force-field model. The unfreezing phase arises when it is obvious that current methods are becoming redundant. This state may be obviated by a crisis or it may occur in the course of explaining " threats of opportunities not evident to most people in the organization" (Yukl 2010, p. 299). The changing phase arises when new methods are pursued. The refreezing phase occurs when new methods are adopted and set up. In order to successful implement change all phases are necessary as sudden change can be resisted or ignored if others do not know why and understand the need for change (Yukl 2010). Sabri et al (2007) explain that Lewin's force field analysis model is frequently utilized when changes are planned and it is utilized for diagnosing forces " driving" and " restraining" change (p. 195). This diagnostic tool is necessary for identifying plans for obtaining " leverage" via the " driving forces" and reducing " the restraining forces" (Sabri et al 2007, p. 195).

2. My Understanding of How Culture Influences

What Can Be an Effective Change Strategy. I believe that culture influences effective organizational change strategy because it identifies how change will be accepted and adapted to. Yukl (2010) explains that culture helps to shed light on the organization's " environment" and determines " how to respond to it" and thus reduces barriers to change such as, " anxiety, uncertainty and confusion" (p. 304). I also believe that culture is not static and unchanging and therefore can be influenced by leadership to promote organizational change. Poole and Van de Ven (2004) explain that leadership can influence culture to ensure that it is consistent with organizational change (p. 207).

3. Is having a " Vision" Just an Academic or Public Relations

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Concept Rather than a Real Tool in Delivering Change? Yukl's (2010)

description of having a vision suggests that it is a real tool for delivering change rather than a mere academic or public relations concept. According to Yukl (2010), vision should not only be "simple", but also "realistic" (p. 308). Vision must "provide hope for a better future" as well as confidence that it can be achieved in the foreseeable future (Yukl 2010, p. 308).

Therefore vision is not merely a statement characterizing what leaders want others to perceive of the organization. Rather it is a statement about what leaders actually want to achieve for the organization and therefore it is not an academic or public relations concept. It is actually a realistic and sustainable organizational objective that can be achieved. Part II I agree with Natalie's response to the three questions. The examples given in her response to question 1 help to put Lewin's force field analysis model in its proper perspective. As Natale suggests, unfreezing can be understood as internal changes in terms of the redistribution of roles and responsibilities to ensure that resistance or apathy to change is reduced. Likewise, Natalie's example of the changing phase as a process by which new strategies, structures and process are planned and communicated. Natalie also provides a good example of refreezing by suggesting that it includes recruiting new staff members for institutionalizing the new culture of change. I also agree with Natalie's understanding of cultural influence on change strategies.

Indeed, culture and change needs to be reconciled in order for change to be effective. Natalie's description of having a vision is also similar to my understanding of having a vision. As Natalie puts it, having a vision is a key element to delivering change as it has to relate to that which is possible.

Therefore Natalie and I both agree that having a vision is not simply an

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academic or public relations concept. It is an actual tool for delivering change. References Poole, M. S. and Van de Ven, A. H. (2004). Handbook of Organizational Change and Innovation. Oxford, UK: Oxford University Press. Sabri, E. H.; Gupta, A. P. and Beitler, M. A. (2007). Purchase Order Management Best Practices: Process, Technology, and Change Management, Fort Lauderdale, FL: J. Ross Publishing, Inc. Yukl, G. (2010), Leadership in Organisations, Global Edition (7th Edition), Upper Saddle River, New Jersey, Pearson Prentice-Hall Inc.