

Exercise 1.8: Change Management Techniques and Leadership Styles

Participant Solution Handout:

Change Management Techniques and Leadership Styles Scenarios

These solutions apply different leadership styles and change management techniques, demonstrating their effectiveness in various organizational scenarios.

Scenario 1:

A manufacturing company faces significant resistance from employees as it transitions to a new production system. Many employees fear job losses and are reluctant to adopt the new processes.

Solution:

Leadership Style: Transformational Leadership

Change Management Technique: Kotter's 8-Step Change Model

Explanation: Transformational leadership can inspire and motivate employees by communicating a compelling vision and showing empathy. Kotter's model can guide the transition by using steps like creating urgency, building a guiding coalition, and communicating the vision.

Scenario 2:

A tech startup is experiencing rapid growth but is struggling with internal communication issues and unclear roles, leading to inefficiencies and missed deadlines.

Solution:

Leadership Style: Situational Leadership

Change Management Technique: McKinsey 7-S Framework

Explanation: Situational leadership allows for flexibility to address specific team needs. The McKinsey 7-S Framework helps align strategy, structure, and systems to improve communication and role clarity.

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Scenario 3:

Due to sudden market changes, a retail chain needs to pivot quickly to an online sales model. The employees need training and support to adapt to the new digital tools and processes.

Solution:

Leadership Style: Adaptive Leadership

Change Management Technique: ADKAR Model

Explanation: Adaptive leadership encourages flexibility and innovation. The ADKAR Model focuses on individual change and can help employees gain the awareness, desire, knowledge, ability, and reinforcement needed for the transition.

Scenario 4:

A healthcare organization is implementing a new patient management system. The staff is overwhelmed with the change and concerned about maintaining the quality of patient care during the transition.

Solution:

Leadership Style: Servant Leadership

Change Management Technique: Lewin's Change Management Model

Explanation: Servant leadership prioritizes the needs of the staff, fostering trust and support. Lewin's model can guide the change process through unfreezing old behaviors, implementing new processes, and refreezing to stabilize the changes.