
Exploring Contours of Effective Change Management As Panacea For Organization Revival, Growth And Futurization –A Strategic Perspective

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Abstract:

The ‘trust’ of this research article is to bring a new perspective and thought process on change management. In this hyper competitive and volatile world, effective management of change strategically and operationally with military precision has become critical to create relevance and rejuvenate the organisation for competitiveness, consistent growth and sustainability.

In the evolving business and economic environment, almost every organisation irrespective of shape and size is striving to change but mortality rate is so high that a few are really successful in instituting and driving change in a meaningful way. However, theories and approaches to change management currently available to academics and practitioners are often contradictory, mostly lacking empirical evidence, and supported by unchallenged hypotheses concerning the nature of contemporary organisational change management. The purpose of this article is, therefore, to provide a critical review of some of the main theories and approaches to

organisational change management as an important first step towards constructing a new framework for managing change. Moreover, the true and demystified nature of change is presented examining all the aspects of change process from very beginning to the very end. It is also argued why the organisations fail in the change process and what need to be done in order to create the competitive advantage as well as the value creation along with the sustenance and sustainability in the business growth.

Authors have focused on telecom industry and explored the change management initiatives in Apple and Nokia and brought out some startling facts and figures reflecting positive aspects and derailment of change management as well.

Key words: Change Management. Hyper Competitiveness and Volatility, Sustainability, Growth

INTRODUCTION

Nothing in this world is immune to change and so is organisation. Lots of focus and action is being put to make changes, still many organisational change initiatives fail at an alarming level. One of the major reason is attributed to the fact most initiatives fail to comprehend the true demystified nature of change and how changes affect the people in the organisation. To successfully implement change initiatives, organisational leaders must identify the sensitization of change and communicate it through the organisation. They must also engage people at all levels of the organisation by involving them in the design of the implementation strategy. This is how the fruits of the change initiatives could be enjoyed. This is only possible when change concepts are crystal clear and change management knows when they are going to do.

In this research work, the author has got the opportunity to reengineer the internal and external framework of the organisation. For this purpose, the author has attempted

to bust the myths of change and his research work will work as myth-buster. The author has felt the need of presenting the landscaping and skiing view of the subject because many a times it is observed that organisations no-caring attitude towards the changing dynamics of the organisation brings decline and fiasco to the organisation. In order to capture the growth and wow sort of applause, the sneak peek review of the organisations has been designed and constructed in a lucid way. Change management is the process by which an organization gets to its future state, its vision. While traditional planning processes delineate the steps on the journey, change management attempts to facilitate that journey. Therefore, creating change starts with creating a vision for change and then empowering individuals to act as change agents to attain that vision. The empowered change management agents need plans that provide a total system approach, are realistic, and are future oriented. Change management encompasses the effective strategies and programs to enable those change agents to achieve the new vision.

In order to join the competitive fray within the industry and to rub shoulders with the companies of highest acclaim, new firms keep on revising and reviewing its strategies and policies in term of innovating and bringing change initiatives. Big organisations look smart and observed a bit shrewder practices so they can surpass their competitors, proving their supremacy with their full might.

This research has been conducted to explore and evaluate the role of change and its effects in setting the organisational goals towards the long term sustainability and competitive advantage. This will help the change agents and practitioners in shaping the strategic change process of the organisation. An effective change not only brings a positive and healthy environment in the organisation but also enhance the performance and growth of that business through utilizing the

resources, time and efforts in a right well-planned direction. As a result, the organisation travels on the course of success, consistency achieving the competitive advantage.

The quest is to analyze the fact how an organisation has the sensitization regarding the compelling nature of change? Will these changes be able to accelerate the value and minimizing the rate of degrading the value? What are the rates of its success and failure? Why some organisation has become the victims of change as they could not comprehend the true nature and symbolic value of it? All these and many more queries has ignited inside me the quest of dealing this topic as it will help understand and it will revive and resurrect the flopping organisations that are on the verge of its death. All these causative factors and prompting forces are the main guiding forces which are in the mind of the author during writing of this project.

The core rationale for the research is to investigate and explore how the change and strategic adoptions has become the most significant ingredient for organisational growth and sustainability. It will also highlight and examine the organisational failure and its causes in the business world of change and how the adoption of strategic change management processes play a vital role in gaining rather recuperating the values in the business of competitive rivalry.

The topic will deal the issue of mystifying nature of change and hurdles which are not letting the organisations to grow and sustain its value. The business has to evolve, recuperate and regain its loss value and share by clawing back, executing the true changes with strategies and timely decision making. So, in order to cement the organisation, the change ought to be managed and executed in such a way that it can regenerate the value as well as achieve the long term sustainability, consistency and stability towards business evolution and development.

The research covers a large area of business strategies with regards to change management where the goals and objectives are to be consistent and stable in the highly competitive market and where the rise and fall could be predicted and measures could be taken to revive the lost glory and radiance of the business. The change management deals with the upcoming challenges, new trends and fashion, values and behaviors of both the organisation and the consumer, rules and regulations, strategies and policies and paving the ways by removing the hurdles and resistances in change. The failure of this leads towards failure in business. "The management literature reports many examples of managerial failure in both the formulation and implementation of strategy, particularly strategies involving significant organizational change and development" (Hamlin, 2001:16). The inability to adopt the new technology, the government immature behavior and policies and the globalization are some of the main causative effects of failure of the businesses if an organisation is not well-equipped to fight back because it's a warzone where the slogan is 'do or die'. Those who are armed with new technologies, innovations, strategies and know the behavior of its consumers and changing mood of the people, know how to appeal and attract the customers, have won the loyalty and trust of its consumers, have branded its quality and never disappointed them, and above all those who delivers more than they promise will win the competition and will be enjoying the feast and zenith height because they know how to execute all this strategically by implementing some serious and effective changes. Such organisations are not the victims of failure because they know how to learn the lesson from the failure organisations, demonstrating agility and maturity. The author has dealt the issue of change as 'Rationale' and its significance in the modern business growth. This research will redress the theoretical

issues as well as the practical ones for the better development in realistic sense.

The changes and transformations happening every day in this contemporary world have affected the business to such an extent that not only the trends have been changed but also the mindset of the consumers have been changed. People are in search for better and novelty when it comes to buying the products and adopting the new trends. In this regard the last two decades are important as we have witnessed the transition with all its might and clarity. The revolution in the communication industry has made the world a global village where access of knowledge and information is in finger tips with pressing only one button. Therefore, it is very obvious that business world should bring some new technologies and innovating skills to meet the demand of its consumers. The area and field for handling and managing this everyday transition is named as change management driven by strategically.

Therefore , the aim of this study is to unveil the mysterious and complex nature of change leading towards business growth and sustenance, accelerating the transition and minimizing the disruption.

THE IMPORTANCE OF CHANGE:

The word change seems to be very simple but having complex nature in itself as it has been emerged as a challenge in the business world. Many a times, it has deceived the business tycoons like NOKIA, Compaq, Kodak and many more. Some of the organisations have got the jet speed of name and fame inventing new horizons being compatible with the changing demand of the masses by adopting new techniques and trends because they can anticipate the future value and future existence. Change is taken as natural and spontaneous

phenomenon and resisting it causes sorrows and downfall. Let reality be reality (Lao Tzu).

The change is an everlasting fact where technologies, cultures and civilizations and creativity will always be generating the accelerating drive onwards and it has become a routine and a phenomenon of daily basis. The speed of change is also dramatic and we are predicting in the unpredictable world of change where no one knows what is going to be and the absurdity in change perspective is a looming shadow on the heads of the leaders and managers dealing with the change. The change is associated with some factors which are always under considerations of the change-leaders. The phenomenal development and rapid growth in the worldwide web and technologies do have a positive impact in the world we live in and work on. The new economic and global forces like India and China and their development in the business are the causative effects over change management perspectives. The impact of the government, social and organizational responses create some new challenges in the market.

Change is regarded as a process where businesses and managers have to face the highly operational and dynamic environment and the converging factor is growing promptly. For instance, the retail business is not only a supermarket but also a provider of financial supporter. The airline is not only a transportation provider but also a seller of wines and an agent of car hire and accommodation as well.

Change itself is nothing if not driven strategically. Strategic change is significant as it brings sweet fruit to its tree. It is generally defined as “changes in the content of a Firm’s strategy as defined by its scope, resource deployments, competitive advantages, and synergy” [Hofer and Schendel 1978]. In other words, it is a change in the vision and objectives of the company to regain its lost identity. To do this is not a child’s play indeed as it requires a greater understanding of

making plans and setting directions strategically by creating mutual consensus among the shareholders and removing all the barriers, hurdles and conventional approaches. There emerge some issues which should bear in mind while imposing the change in the organisation as it always causes resistance because employees are not ready to change themselves easily. In this context, the role of a leader comes in. how he can convince the employees not to resist and be a part of it. The behavior of the employees needs to be changed. They should be realized that they could lose their job if company fails to bring these changes as change is imperative and the last resort. One of the major blunders in this context of change is that it is not a herd mentality; every organisation is being changed so this organisation also needs a change. No! It's wrong approach. Don't bring changes unless you are forced to change and your existence is at stake.

LITERATURE REVIEW

The focus of this chapter is to bring academic understanding with conceptual framework of the research study, building a solid ground by describing and analyzing the different authors, books, texts, theories, frameworks to enhance the comprehension as well as capabilities pertaining to the subject matter. The critical analysis of the key points of literature is one of the features of this chapter as well.

Another crucial and worth-mentioning fact is that the research has discussed extensively the importance and effectiveness of organizational strategic change in its true sense. There are studies agreeing that in this changing world of business, it is mandatory to keep on working in promoting change and its inevitability within the organisation. There is not a single method to adopt such strategic changes within the organisation as many scholars have illustrated many

frameworks and models for its execution effectively. However, in order to get the desired results in this area of management, it is suggested to have a thorough knowledge of its concepts and ideas with all its pros and cons.

Concepts of Change:

Change being a universal phenomenon well defined by Phil Buckley (May 01, 2013); “Constant change is a business reality, and organizations must continually adapt to their environments to stay competitive or risk becoming obsolete. That is why the ability to incorporate big changes into the DNA of an enterprise while driving operating results is a much-sought-after competency”

This word ‘Change’ seems to be easy but in business world it is considered as a profound and complex concept which can cause the rise as well as the downfall of the organisation. Tsoukas and Chia (2002:567) define change as the reweaving of actor’s webs of beliefs and habits of action to be compatible with new experiences and beliefs achieved through interaction. Nature of change in human is to respond to the outer forces in order to survive and be comfortable. Keeping in view the organisational growth, change is a process of reviewing and redefining the directions, visions, goals, strategies, culture, behaviour, management styles, dealing dexterity of internal and external driven factors and above all the strategic approach to approach the high demanding value and the ultimate business value for the organisation (Moran and Brightman 2001: 111). The trends and the way of managing the businesses have been topsy-turvy because of the transformation in the nature of business world which has never been anticipated.

Amy Pagliarella (2001) identifies such factors which really help the organisational development and unleash the capacity and capability to bring change. Apart from the leadership problems and sensitization of the external

transitions, she put emphasis more on the mandatory competencies for the proper education and learning with mutual comprehension of the real organisational systems and settings. The Graetz (2000) argues that in the organisation, the management and handling of change factors and its resistance is the key role of the managers due to the regulation and effective workforce. In this regard, the skills required for all that are highly demanded and sought by the practitioners of change management (Balogun and Hailey 2004). In the history of change, the famous statesman Niccolo Machiavelli has concluded that the most important thing is to take initiative for a new order of things (Black and Gregersen 2002: 3) and time has countersigned it. Facing such a critical, complex, mysterious, unpredictable, interconnected and technologically driven business world, the organisation has changed altogether in all its parameters and approaches and the survival is for those that elevates themselves by adopting the new and innovative technologies, communication skills, cultural behaviour, demographical set behaviour, social and political awareness and above all the ability to lead the change.

Change is a multiple-faced and multiple-level phenomenon and a systematic process which unveils the obscurity and eases the challenges by canopies all the issues and businesses under its umbrella and drives the future of it. According to (Burnes, 2004), due to the rapid technological development, change is considered as a life force to the organisation. Thus, the focal point is to acquire such a relevant technology which drives an organisation from the low value producing organisation to the route of highly value producing organisation beating its competitors and rivals with a definite margin. Many organisations advocate the need for change but more than 70% change programs fail to achieve the desired fruits out of it because of the lack of intellectual capital, managerial failure aptly depicted; ill-judged execution of the

well-judged plan of actions. Keeping in view this aspect, the literature has been produced to tackle such a situation by studying those factors that drives towards the key success (Todnem 2005).

In 1952, Lewin argues and clarifies the processes and stages of change in industry; unfreezing current behaviour, moving to the new behaviour and refreezing the new behaviour. This sort of three dimensional frameworks was adopted by many organisations to conceive the mystified nature of change and its process (Todnem, 2005). Though a lot of criticism has been done against it, but still it really helped some of the organisations. Moreover, Bullock and Batten (1985), has introduced the four facet process comprises of exploration, planning, actions and integration. Furthermore, an alternative approach named as ‘emergent approach’ was introduced as a rapid and unpredictable where change is a process of learning where internal and external response is crucial and significant. In this context, the book named “Thriving on Chaos: Handbook for a Management Revolution” written by Tom Peters is a marvellous piece of art and comprehensive exposition which states the American attitude what they supposed to do and what should they do to survive, compete and even thrive in current chaotic situation prevailing in the contemporary world of business.

The world of business is under an era of constant change and to lead the change is the real challenging question and task for the market giants. The key point to understand the nuts and bolts of an organisation is to access the true status of an organisation as well as to access the need of giving the true transformational strategic lifesaving capsule to boost the energy. The change is perpetual and has become a routine as stated by Luecke (2003). Woody Allan narrates a story of aliens who peacefully make the earth its colony by cohabitation. They are not the men of science and technology as well as not having

the physical traits of doing it. But they have the weird and uncanny habit of doing anything to be at first. First to introduce the new product, first to secure the contracts and first to lead the change and first to acquire the technology and first to alter and modify the things; therefore winners and leaders. Drucker (1997 20—4) is of the view that the real winning strategy is the knowledge of the events and circumstances of an organisation internally and that is the real essence to be agile in terms of new challenges and shifts in the world of transformation and growth. Bamford and Forrester (2003) emphasises that there are various forces need to be tackled and managed to approach the realistic and fruitful change.

Current Scenario:

While describing the current scenario, author has taken a critical approach to weigh different strengths and weaknesses of the concepts. Recently, his endeavor and attempt for Dell with the founder Michael Dell to make the computer maker private. The trick of the change activist is to ask those critical questions in a very publicly way as to maximize the business growth and sustainability, identifying the corporate weaknesses. Apple has recently redefined numerous categories including technology, music and publishing and they are not enough superlatives what it has achieved. Tim Cook, having soft underbelly, has got an unenviable task of apple leadership after its founder Steve Jobs died. Don't compare it to blackberry the ailing phone maker put itself on sale without knowing the fact that vultures only circle those carcass that has a plenty of meat on the bones. Blackberry should have sold itself to Microsoft three years ago. The analysis shows that the lack of strategically courage to change the conventional course could cause nasal congestion and stagnation as well.

In businesses empires fall and rise like in politics. Toppling the rivalry and competition is like a cut and thrust. Very few of us now remember Standard Oil Company that was the fortune of Rockefeller. One of the first multinational companies that cleaned bowled all others, having vertical control, emerged as unassailable and unavoidable (James Ashton 2013). Similarly, Great British conglomerates include Lord Weinstock's GEC and gong-bashing Rank Organisation are some example of great pride and success. What will be the future of the Vodafone if it is bought out as expected by its lucrative American joint venture this year? Technology world is sand that shift faster. Firms like Netscape and Excite emerged as trailblazers but today it has become the footnote in the internet history.

Still worth just shy of £300 billion, Apple is long way short of extinction. The company has become the victim of its own success. Some companies have got only one hit but several have got several. Apple is coming back and tumbling from the decade of innovation, gaining the unceasing value and growth. From launching the iPod in 2001, followed by the iPhone in 2007, and the iPad in 2010, it is obvious that the product cycle has shortened. The expectations were so high and exorable along with the share price that it could not maintain the glory and success. What is the next? Television? What is another rabbit ready to pull out of the hat? The growth was ferocious in sale, profits and value of its shares which meant that apple could do what it liked. In this context, the roles and responsibilities on the shoulders of the strategic leaders are to redefine and regain its radiance by launching something unimaginably compelling and attractive product in the market. In most of the technology companies, it heaped the cash on its balance sheet. That is the reason the President Obama has recently highlighted an overhaul in the tax code of the county, suggesting the one time levy on the money that giants stashed

in overseas infrastructural and education sector. This is how the future of Apple is.

Apple is such a beast that used to be invulnerable to criticism. But now the situation has become topsy-turvy where some other giants and crocodiles are grabbing the bites out of it. Samsung being the closest competitor of it, created far less buzz but that doesn't mean that people are not buying the products in droves. Androids and Google's operating system is causing a migraine too. The arrogance of Nokia was legendary but now it is in his death spiral. It is not so long ago that blackberry declared its broad vision which cannot be excelled but now all proclamations are eaten away as people like the touch screen technology more than keyboard systems. So the question arises whether Apple could be the next blackberry? It seems really impossible. Why it could be time to take a bite out of Apple? Share keeps tumbling a corporate raider circles with intent. These are the crucial days for the technology giant (James Ashton City Aditor, 2013). However, the spotting trends, changing moods and features could wring more values out of a company like Apple. The trick rather an open secret in any industry is to stay one step ahead of the competition and that is only possible when some serious strategic visions, plans and directions are laid out to futurize the long term value, evolution, glory and radiance.

Nokia though has been struggling to be a sharing part of the market and since the launch of its Lumia 925 in May 14 2013, the waiting of Godot is over. The stunning and astonishing response is worth-applauding with a gorgeous design and brilliant new imaging software.

Change Management Factors:

The inevitable change is caused by some internal and some external forces, defining the route of an organisation including changing political environment or the institutionalization of a

public organisation (e.g. Philippidou et. al. 2008). The focus is more on the structure, strategies and systems of the organisations being the backbone of any business (Armenakis and Bedeian 1999). New public management (NPM), an international reform trend in the business world is an apt example of highlighting the change issues and factors (Pollitt and Bouckaert 2004). Third, Armenakis and Bedeian (1999) mentions the involvement of the factors in implementing change by highlighting certain standard variables describing the outcomes of change including attitudes, behaviors and different experiences; all involved with the change. He views those factors beneficial for the change process. The essential factor is the attitude towards the change process because the organizational growth depends upon it. Another milestone in change management is the concept of leadership of change which has been increasingly credited in the business world (c.f. Higgs and Rowland 2005). It is meant to be a system and framework which lead to the change monopoly where only one is ruler and write the destiny.

The demystification of the change process and its execution is the real motive for the sustainability and business growth and how the confusion can be removed. Some organisations believe that the term reform is the substitute of the change but this is not true. Reform is more of intentional and designed but the term change is wider in its profundity. According to Pollitt and Bouckaert (2004: 16-17), the term reform is a sober term not demarcating the total innovation defined as deliberate change whereas the term change comprises the meaning of transformation, reinvention, modernization and improvement. The understanding of this distinguishing nature of change is the key to success in the competitive world of change and innovation.

Change is constant says Benjamin Disraeli. The vice president of a large firm decided to buy new automated

software program. The five members of the firm were informed two weeks before the installation of the software and the impending change as well as the training of staff to cope with the situation. The training was not processed well and at the time of execution the staff failed to operate the software. As a result, productivity affected badly and the vice president was tensed. He gave the staff what they asked. What went wrong in this change process? Question arises (Ann Gilley 2005).

Change! The critical yet constant ingredient of organisational life that can cause stress and frustration due to layoffs, sell-offs, promotions, demotions, downsizing, rightsizing, outsourcing, merges, hiring, firing and the list goes on and on. Individuals, communities, businesses and government are constantly changing and will be in a state of change. Who and how is to control it?

Living in such a challenging time, management is a challenging task as well because victory kisses the feet of the bolds. Employees are directed to do more with less or sometimes more because the change agents motivate and inspire the employees towards change. Hence, change leaders hold the responsibility of not only changing but also implementing the vision and strategy of the organisation as well. It is change agents and the leadership helping the organisation from here and now to the futuristic stability. Ann Gilley (2005) in his book 'The Manger as Change Leaders' describes the information on change; 50 percent of corporate change initiatives are considered failure (Michael Beer and NitinNohira 2000). Less than 40 percent of change initiatives produced positive results (J.I. Porras and P.J. Robertson). One third of the major change steps worsen the situation (M. Beer, R.A. Eisenstat and B. Specter). Less than 50 percent reengineering programs are deemed fruitful (P. Strebel 1996). Many organisations are of the view that they should take initiatives for moderate changes once a year at least and big

changes every 4 to 5 years (Stephen A. Allen 1998). These statistics are disappointed. But the success lies in one's ability to effectively implement change with strategy, applied with wisdom and training. Having all the challenges and resistances under consideration, constant and effective results from efficient change process is what an organisation needs from its strategic leaders and change practitioners.

Purpose of Change:

“One change makes way for the next, giving us the opportunity to grow”. Vivian Buchan. The individuals and companies should be able to foresee and anticipate the accelerating speedy wave of change being responsive to the consumer's needs and demands as well as competitive pressure. The key purpose of this compelling change is to recuperate and improve the organisation and make it more competitive and dynamic. David A. Nadler (1998) argues that successful companies have adopted changes in such a way that unleashed new sources of competitive advantages. The idea of competitive advantage is one of the primary and essential hallmarks of any growing business. Being adaptable and being driven by strategic changes prove the organisation more viable in the long run. The inability to be flexible and adaptive to the dynamic business environment causes operational and financial problematic issues, causing the downfall as well. The inability to compete the competitive world of change effectively has been the demise of many companies. In this context, the mergers are the prime examples of surrendering efforts to change. Researches mentions that more than one third of large scale change efforts including mergers don't get through or worsen the situation (Beer, Einsenstat, Specter 1989). Constant speedy change has affected the way organisations are managed and operated and their ability to remain competitive. Therefore, it is in the interests of the change faculty to comprehend the concepts of

change and adopted those strategically driven changes to lead the change effectively resulting the organisation as leading and guiding star in the main stream of business growth and sustainability.

Change versus Leadership:

In order to handle the change process from the very beginning to the very end needs a set of skills and ability to manage the situation. Managers are often considered as evaluators, scheduler and executers of the policies and change processes, having the keen observation of the facts and impending hurdles in the way of executing change. A vision embodied with change catalyst inspires individuals and groups towards the change efforts, creating synergy around the desired goals and results. Maritz research suggested that 21 percent of the respondents will fire a person in charge and reasons given are low job satisfaction, disrespect, and failure to create a positive behavioral environment in workplace. The managers as change catalysts have narrowed the change concepts and its processes by focusing only the short term benefits, profits and growth. In fact, few has emerged as true leaders of change who know the depth of the change processes and who can inspire, motivate and encourage the innovations, creating the healthy impact of business environment and culture and focusing the long term achievements in business growth.

While speaking on the subject of change vis-à-vis leadership, the traits and qualities of great leaders start floating in the mind such as visionary, charismatic, dynamic, motivating, and creative and so on. On the other hands the great leaders emerge like George S. Patton, Winston Churchill, Abraham Lincoln and Jesus Christ. Their roles and responsibilities are to set a route and map to achieve the vision, mission, goals and respective achievements. In business world, mere managers are not appreciated unless they personify

leaders, innovators and change agents in order to revolutionize the present, prepare for the impending worst. Below is a table distinguishing between managers and change leaders.

Managers	Leaders of Change
Push things	Pull things
Preserve the status quo	Challenge the status quo
Look down and in	Look up and out
Administer	Innovate
Maintain	Develop
Control	Inspire
Plan	Guide
Direct	Coach
Organize	Influence
Schedule	Facilitate

Designed by the Author

These influential change leaderships build bridges for success, by encouraging the masses from today to tomorrow. Tomorrow is the real success because the changing world is demanding the changing behavior towards the misleading and mysterious wave of change where there is no abiding place for stagnant and slow creepers. The true leadership is found rare because often those in power abuse the power for their personal benefits and materialistic approaches. As a result, all suffers including shareholders, employees, customers, society and above all the business is on stake. Thus absent of true leadership can degenerate the value for an organisation if it could not comprehend the broad meaning of change and its implications.

Change Leadership:

It is essential and mandatory for the change management agents to focus on implementing a multifaceted and multistep change model to allow the process to run in a smooth way. These leaders and managers are well-acquainted of the fact that there is potential psychological response that can cause a stir among the masses as well as in the process-execution. So

their skill and ability is to channelize those passions, energy and creativity to drive the desired consequences. To understand the basic human instinct of motivational rebellion is a powerful and crucial skill to have it. The change leaders drive the mystery of change by creating such an engagement leading towards the support of strategic initiatives regarding change. A leader of change is agile, articulate, persuasive, passionate, able to visualize, confident, creative, engaging, results driven, strategic, adaptable, business acumen, alliance builder, tolerant of ambiguity, able to manage stress, accountable, able to remove barriers, willing, and have the ability to envision, inspire the change to run the business towards healthy growth. Envision the change is to understand the critical hour of altering the present state of business, dreaming the future and think outside the cage, breaking all the barriers and shackles to get an alternative and healthy approach to break through. Inspiring change is also a crucial factor which campaign and involve others to begin the change process and keep the spirit high by inculcating them the true momentum of the highest goal where fortune lies. Furthermore, in order to bring change, leaders of change have to support change at all levels of it. They need to be the biggest advocate of it. meeting employees, listening to them, talking to them and if necessary rewarding them are the open secrets of winning the game and knocking down the mystery of change. Successful leaders of change possess some unique skills of success that make the difference in the long run. But it is not the leaders only but the organisation collectively contributes in the stream of change as well.

Organisations and Change:

Almost all the organisation and their leaders aspirations is to get a long-lasting, healthy, meaningful change and few of them are able to enjoy it either but many of them become the victims

of change, not coping with it effectively. The reason is very simple. Change is a disruptive factor. It causes disruptions and disturbances within the organisation (Ann Gilley 2005). The element of uncertainty and facing the unknown is one of the key reasons for that. Further, organisations are a set of collective peoples. Sometimes, they react like human beings having the human systems in it. Their reaction to change appears sometimes irrational and unpredictable. Organisational change efforts are affected and influenced by individuals and collective groups involved in it. What are those problems linked with change efforts. Let's have a look.

Problems with Change:

The key question is why change is so difficult and complex phenomenon. Ann Gilley (2005) suggested that the reasons are varied as given below:

1. The change is ill-conceived which means it was taken a quick pill to relieve but in reality it is not a true solution of a problem.
2. No one is accountable and in charge.
3. Its implementation is poor. It lacks structure, resources etc.
4. Fewer organisations take considerations of its resistance and causes beforehand.
5. Authorities emphasize the need of changing the employees but the real change is the change of systems not of people.
6. Managers and authorities are often considered resistors of change not the employees.
7. Individuals have the resistance to change inherently.
8. Employees are not involved in decision making of change until the implementation stage.
9. Fewer understand the real complexities of change and the human reaction to it.

10. The change is implemented from technical point of view ignoring the human influence on its success or failure.
11. The communication gap and barrier between the employees and change-initiative team.

Implications for Manager:

The change efforts mostly confront problems and issues, resultantly the downfall of the morale. The change process exceeds more time than expected creates unrest and increases budget cost etc. conflicts and confrontations within the organisation rise and the list goes on and on. The encounter or the solution is mandatory on the part of the managers and leaders of change. Below are some of the consequences of the failure change efforts:

- Lower morale
- Conflict, rage
- Stress and frustration
- Exhaustion
- Shattering of trust for leaders
- Productivity failure
- Overrun of cost
- Failure to meet the desired goals
- Lower chances to launch another change process or activity

Some of the barriers and obstacles the managers and change practitioners have to face are discussed next.

Barriers of Change:

Paul R. Lawrence states “We are all, at times, resistors as well as instigators of change”. Sometimes change process and all its endeavors do not work which is unfortunate because it brings decline towards the long term sustainability and stability. Cosmetic and superficial change activities without strategically driven plans prove to be cotton candy in front of the challenging

operational problems. According to Ann Gilley (2005) plenty of barriers prevent leaders of organisations to implement change and its effects. Some of them are given below:

- Inherent human resistance to change
- Poor leadership
- Dysfunctional culture
- Lack of trust within organisation
- Immune system of the organisation
- Lack of management support for change
- Lack of commitment to change
- Inability or poor ability to deal with resistance when it occurs
- Lack of abilities to take initiatives in implementing change
- Lack off a payoff for change
- Exploitation of organisational value
- Overconfidence and excitement rather than sensitization towards change
- Poor technique in introducing the change
- Internal conflicts for recognition and reward

The most important and prominent barrier is the human nature of resistance to change which is taken as a threat, fear and uncomfortable and disruptive. Employee's dissatisfaction and resistance to change has been frequently cited related to change execution. Anyhow, again it depends upon the culture and challenges of an organisation in which it is suffering.

Overcoming Barriers of Change:

In order to flourish and enjoy the fruits of transformed strategic change, the jumpers, hiccups, barriers and resistance should not only be removed but also channelize into a progressive direction to gain the maximum for the maximum period of time in business world. this process and exercise includes the

understanding of the firm in-depth including its structure, procedures, management, propensity to change, plus points, trigger points and weaknesses as well. To know the individuals on a personal level could be a milestone in change process and exercise. David Nadler (1998) argues that change process does not generate fruits and positive effects all the time despite the best intentions. The favorable and desired achievements require a well-plan strategic road map with the feasible environment within the organisation. David Nadler states 'the truth is that the change is inherently messy. It is always complicated and involves a massive array of sharply conflicting demands'. He further argues that things never happen in its right order in spite of putting best-laid plans. In reality, it is important to note that reality of change in an organisational trenches violate and defies rigid academic frameworks and models and superficial management fads. Therefore, all we can do is to arm an organisation and change champions with knowledge, insight, wisdom and a bit of luck so that we can direct and navigate the ship of change into the seashore of success.

Below are some suggestions and steps given to overcome the barriers of change by demystifying it in simple terms.

1. Determine what should be changed; people or system
2. Context creation before change
3. Consider the employees considerations; be with them physically
4. Introduce change models
5. Remove hiccups in the systems
6. Channelize the resistance passion into constructive and progressive mode
7. Involve people at all levels in the change
8. Communicate, communicate and communicate
9. Support the individuals
10. Build trust

11. Appreciate your employee
12. Encouragement
13. Recognize and reward the employees
14. Be firm accordingly and when needed

“Our dilemma is that we hate change and love it at the same time; what we want is for things to remain the same but get better”. Sydney Harris

Organisational Resistance to Change: the Immune System:

Organisation is remarkably having similar features of an individual in terms of behaviors and reactions. The fact is that organisations are also the collections of individuals making certain efforts to maintain the high position in business world. Organisations, like human bodies, are having systems and subsystems that ought to work in a proportionate way to perform in a right direction (Jerry W. Gilley and Ann Gilley 2005). Organisations are complex systems and networks of interrelated and integrated individuals and systems working together in different layers and departments in order to perform various functions and jobs. The healthiest and effective systems are most responsive and dynamics having a healthy and strong immune system not letting the organisation to collapse but to sustain and fight back through adopting strategically driven changes and directions. If the organisation has got this sort of immune system, then why change is so difficult and what is the fear of? R. A. Goldsby (2000) discusses the concept of change by giving the example of immune system of a human body. The immune system reacts over a threat and potential risks. Similarly, within organisations, the same response and reaction occur when people overreact to impending change. If the immune system is a failure and the victim of malfunction, the threat like infection, bacteria even could cause the death. Similarly, if the organisation is not

vigilant enough to identify and counter the threats, challenges and attacks posed by the competitors, economic instability and impending changes, changing moods of the customers and above all the changing environments in the business world.

M.J. Auger and J. A. Ross (1992) argue macrophages are the gatekeepers and security guards for the defense and invasion. In organisational context, organisations have got their own defenders and gatekeepers to prevent and protect the impending dangers. The function of the macrophages is the function of the agents of change. Upon identifying the threat or mysterious objects, macrophages present them to other components of the immune system to verify the threat is real or not. Similarly the change agents introduce the strategic changes to the employees for acceptance or rejection. In this way, the body perceived the real threat and the challenges potential under the surface. Same is the case within the organisation. It is the employees, who see organisational change as a real challenge and threat. This stage leads to a positive change where an organisation emerges as a guiding star, earning life time value creation and sustainability in the unsustainable world of business.

Myths and Realities of Change:

The mystery of change is well summarized in the words of Lyndon B. Johnson who says “We must change to master change”. The leaders of the organisations are enthusiastic and dive head first in pursuit of change oblivious of the fact that a great deal of conflicts are opening their mouths. Why this wishful thinking? These assumptions mystifications and misbeliefs result in the application of the defective and faulty strategies and policies that can cause the drainage of organisational capabilities to deal with the change. Some of the most common myths and disbeliefs are highlighted below;

Myths of Change	Realities of Change
Organisations are functioning rationally, adjustable to changing conditions	Organisations operate irrationally, protecting the status quo
Employees operate in the best interests of the organisation	Employees often views their own interests and what is there for them is their approach
Employees engage change due to its merits	Employees accept change to avoid the conflicts and difficulties for them
Conflict is always negative and bad	Conflict can be healthy and acts as catalyst as well
A change without conflict	A degree of conflict is a part of an effective change and helps to improve the situation
Effective long term change through short term leadership	Lack of commitment through short term leadership
Change is easy	Rarely. Effective change system is complex and hectic
Change is always good and positive	Change is not always good. Mostly companies do not stick to their values and principles while initiating the change the purpose is to increase their revenue
Leaderships and management always favourchange but employees always resist	Leaders and change agents have their own agendas and future plans which don't match with the proposed change
Employees should be forced to accept change	Due to the fear factor in change, the effective communication highlighting the benefits of change could build consensus within the organisation. Well planned and well exhibited change can help employees to accept it whole heartedly.

Designed by the Author

Change Types:

Change is also described and defined as micro and macro in scope. The clarification of all the concepts and types of change will make the grounds cemented and solid to perform and act. As far as micro sort of changes are concerned, they are meant to be small and manageable including new departmental procedures or developing some programs and training sort of stuff. Ann Gilley (2005) named it "first order change" in which every day routines, activities, issues and circumstances are dealt effectively. This sort of changes occurs continuously, representing growing and natural flow of the organisation. The

large scale transitions are liked with the institutional changes that affect and influence interactions and responsibilities. It includes reorganization, downsizing and acquisition therefore called “second order change” representing the fundamental shift in the firm. That is why it shifts the whole process including, vision, mission, values, goals, culture, management, structure and strategies as well. The leaders takes the leads by questioning the basic nature and style of the operating the system, setting new thresholds and directions for the improvement of the organisation from the change perspective. Let`s have a glimpse over this table:

Types of change	Driver	Examples
Management	Transitional	New policies, technologies, change in structure, expansion, downsizing
Leadership	Transformational; change in mindset and behavior	Change in culture,
Organisational philosophy	Synergy, developmental improvement in performance	Work environments conducive to motivation and evolution, recognition

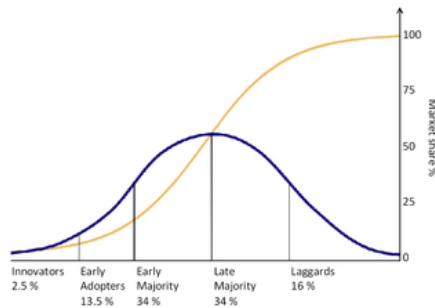
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Macro changes are known as massive transitions that change the entire process and systems, values and beliefs altogether. The attack on Pearl Harbor in 1991 and the 9/11 2001 are the best examples of it. In business world, the criterion and taste of the customers has been in constant shift over the last two decades.

Adoption of Innovations:

Everett Rogers (1995) elaborates that process of change lies in the adoption of innovations in his studies. An innovation is a process, idea, practice and a set of series introduced as new, breaking the set norm and conventional approach. If we try to explore the different aspects and stages of innovation, we come across that awareness and sensitization of the fact that change

is needed desperately and its unavoidable phenomenon. Therefore, the interest has been built as to introduce it. The rate and percentage of adopting the new set of orders and innovative changes in the organisation is illustrated below in the figure.



Source: Adoptions of innovations adapted from discussion by E.Rogers diffusion of innovations 4th edition, 1995.

In order to understand the processes of effective change, the stakeholders and agents of change introduce the various models and frameworks to achieve the desired results in the organisational growth and consistency. Successful and effective change possesses the long term strategic planning through proper and effective communication, dedication, team work, an understanding of human nature in adoption and resistance and above all change management models. In this context, the comparative study of change models would be beneficial and a milestone in term of grasping the nature of change and complexities and obscurities associated to it.

Change Models:

Step	Lewin's Model	Gilley's 7-step Model	Ulrich 7-step Model	Kotter's 8-step Model
1	Unfreeze	Communicate the Change Urgency	Lead Change	Sensitization of Urgency
2	Movement	Leadership	Create a Shared Need	Form a Strong Coalition

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3	Refreeze	Create Ownership and Support	Shape a Vision	Vision Creation
4		Create a Shared Vision	Mobilize Commitment	Communicate the Vision
5		Implement and Manage Change	Change Systems and Structures	Empower others to Act on the Vision
6		Integrate Change into Culture	Monitor Progress	Plan for and Create Short term Wins
7		Measure and Monitor Change	Make Change Last	Consolidate Improvements and Produce still more Change
8				Institutionalize new Approaches

Designed by the Author

These sorts of models did change the scenarios and approaches towards business growth. There are so many models executed and implemented to bring the real significant change but we see the common values and common keys of radiance and glow are the hallmarks of every key success. The salient features of success are described as planned strategic directions, communicated and well-educated implementation, commitment, monitoring and improving situations and structures and above all removing the conflicts and resistances.

Luecke’s Seven Steps of Change Management (2003):

The change process described by Luecke is mentioned below:

1. Mobilize energy and commitment through joint identification of business problems and their solutions.
2. Build a vision explaining how to organize and manage for competitiveness.
3. Make leadership effective.
4. Institutionalize success through formal policies, systems, and structures
5. Put more emphasis on results, not on activities.
6. Start change at the periphery, then let it spread to other units without pushing it from the top

7. Monitor and launch strategies in response to problems and resistance in the change process and framework.

Positive Deviance:

Jerry Sternin is often applauded for commencing positive deviance and his story of success is mentioned in Chip Heath and Dan Heath's book *Switch* and Tim Brown's articles in the Stanford social innovation review "design thinking for social innovation". Seven steps described as crucial not only for a community but also for any organisation to solve its problems. These seven steps are:

1. An invitation to change
2. Define the problem
3. Determine the presence of the positive deviance individuals or groups
4. Discover uncommon practices or behaviors
5. Program design
6. Monitoring and evaluation
7. Scaling up

Chaucer Approach towards Change Management:

Chaucer hold a unique approach to change management which can be large and complex. Salient feature are as follow:

- Impacting multiple dimensions of a business
- Geographically and culturally diverse
- Technically complex
- Competitive initiatives

He argues that nature of the change can bring many challenges:

- Scope of the change(s)
- Wide reaching staff, behavioral and cultural issues
- Visibility and pressure for results
- Technology solutions may be needed

Chaucer has a wide breadth and depth of capability across change management life cycle. The way Chaucer conduct the operation is unique and result-oriented. His change program support covers;

- ★ Understanding the change landscape
- ★ Change readiness
- ★ Engagement and communication
- ★ Promoting change and managing resistance
- ★ Sustaining and reinforcing change

Critical Analysis:

There are many models and processes introduced by many writers and researches during the different course of time. All these models and processes are helping uplifting the current deteriorating situation of the business. If analyzed critically, we come across that all these models are keys to success in business world of growth. But the effective success lies in the efficient and effective execution of it by the agile and effective leadership. If we critically evaluate the characteristics of all above mentioned techniques, models, frameworks in terms of change management prospective, there is nothing wrong or right in them at all. It depends upon the execution and implementation of that change. Further, it should be kept in mind that every change is not successful because every organisation is different in terms of its structure, system, vision and above all the problems and challenges faced by the organisations. The appropriate and strategic usage of resources helps understand the core issues and its solutions. Without knowing nature and the pros and cons of the issues and challenges, organisation cannot move forward to a reasonable redress. However, the guts of leaderships are required to come up with all the problems. Again, the short terms decisions made by the leadership and change agents are not sufficient and key to success. Some organisations believe in quick solutions of the

problems in terms of bringing changes and suffer in a long run because everything which comes quick goes quick as well.

If you want to truly understand something, try to change it. Kurt Lewin says.

Before implementing an effective change, the homework and investigation is the key step to explore whether an organisation is in need of change or not. In this context, the **Change Audit** is the first in launching successful change initiatives (Ann Gilley 2005). Its key function is to examine the history of change, the present condition and the future feasibilities as well as capabilities of an organisation. Historical study ensures the fundamental basis of analysis and findings whereas the evaluation of the current state depicts the current readiness for change and what will be the next framework to be adopted for gaining the maximum out of it. This tool can be used at the macro and micro levels. The investigation would sounds that in the past what culture was adopted in terms of change? What sorts of change has been occurred e. g. small, moderate or long term. Who was responsible for bring change? How change was implemented? What were the obstacles and resistances to change and what were the results and consequences of change? What were the lope holes and drawbacks of change which had been executed? This historical perspective of change is believed to be beneficial in proceeding with the new change processes.

Analyzing the current state of an organisation with respect to change, the questions arise whether the organisation is in the midst of change and what sort of change is it? Again same type of questions is interrogated such as willingness of the peoples, method of implementing, and the responsibilities of change etc. Then comes the evaluation of future action plan analyzing and enhancing the willingness of the people. How can the resistances be removed?

The idea of organisational learning is well-studied by many researchers throughout the years. Proper learning and education is one of the essential part and key to success while introducing and implementing change in the organisation. While analyzing the change resistance factors, it can be viewed that efficient training and learning programs are believed to be necessary. However, it is also viewed that in the name of such learning programs, the resources, time and energy are wasted because people are not told the importance of it in the future. Sometimes, the chaotic situation has been created among the employees and team leaders which cause drastic effects on change. Argyris (2004) is of the view “Organisational learning - for enhancing the capacity of solving problems”.

Critically analyzing the change process, managing change is also viewed and tackled psychologically. Many psychological aspects are added in the change process theories and models. For instance, the idea of ownership or the sense of ownership in the organisational culture plays a pivotal role which eventually removes the hurdles and resistance. French & Bell (1999) opines the same idea saying that making people to participate in work organisation leads towards the smooth management of change. However, the strategic change polices proves effective only when the need of the hour require a change in organisation. The time frame has got much importance as far as the change process is concerned. The right time is chosen to make a right call for change. It is observed that organisation often fail to make decision regarding on time and it is because the confusion and lack of insight over the impending challenges and competitive rivalry in business kingdom.

There are plenty of approaches to study and foster processes of organisational change in the business industry. The communication gap between the employees and leaders and managers seems to be significant and decisive in the whole

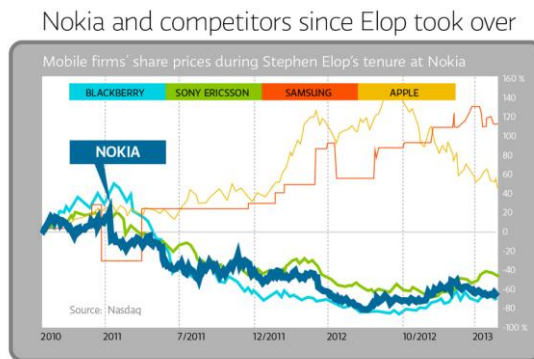
process of change. The change ought to be grasped first by the change practitioners by doing all the necessary homework and second it has to be conveyed to the employees. The organisational capabilities do become less efficient if goals and visionary change scenario are put to execution randomly or haphazardly.

Organizations' glory lies in creating awareness of potential problems and risk which a company is facing or will face in future Morgan (1997) analyzes. Observations show that organisations real strength is the ability to see the unseen and to know the unknown. The anticipation of the impending risks and potential problems enables the organisation more effective achieving the competitive advantage as well.

As far as apple is concerned it is witnessed that the company has become the victim of its own success. Self-boasting and pride on glory has deceived the apple as its share is dropping and it's not any more the only tech fruit. Last year it was rated as the coolest brand but today it has lost its radiance because of fierce competition. If we critically observed the progress of apple, we come across that it has lost its cool factor as well as the wow factor, said KhidrSuleman, technical Editor of IT PRO (2013). He further said that more people are inclining towards android devices because of its more innovative feature and attractive options as compared to iPhone 5.

The popularity of android is progressing day by day as we see in the second quarter of the year 2013 Apple has lost its share of 4 percent. Though Steve Jobs before died in 2011 has left the product blueprints of apple for the next four years for the maintenance of its glory and sustenance, but sheer having it is not a guarantee to success. It's all about the execution of the novelty and innovations which comes through a systematic and strategic execution process. In the year of 2013, Samsung has surpassed the apple by raising its market share 31.7%

whereas apple's has fallen from 18.8% to 14.2% which clearly shows the strategic failure with terms of transitional changes people were expecting. The comparison and contrast is the key tool of critical appreciation in any organisation. Below chart shows the critical view and understanding apple and nokia with other competitors.



YLE UUTISSET. (18/04/2013 17:26). Chart: Nokia share value under Elop.

Available:

http://yle.fi/uutiset/chart_nokia_share_value_under_elop/6585893#.

There is a pressure on Apple to introduce a change in order to recuperate its prestigious position back from the fierce rivals. Larry Ellison (2013) believes that company is in trouble after the death of Steve Jobs, speaking to CNN. He further said that he was Edison and Picasso bringing change and transition in the world. Without a visionary strategic and innovative leader, success is not possible. In the same way, Mr. Suleman (2013) said illustrating; no player is bigger than a club. The rude health of apple demands the new leadership in this transformational changing world. New strategies and plans are expected to introduce iPad mini and a cheaper iPhone with retina display. The adoption of new technology and convenient products would be the best sources of winning the competition. But on the other hand, what strategic changes would be on its

way to lead is a crucial and decisive question in front of all the race horses, Analysis continues.

The author has understood the paradox of change and all its perspectives and associations in the organisation. While diving into the deep sea of literature review, the author has analyzed the key planned steps towards maximum growth and sustainability in terms of change perspective. The first and the foremost step is to know the need of the change an organisation requires in the form of change audit. The 5Ws (who, why, when, where, what) technique helps a lot in this context. The SWOT analysis as well as porter`s five forces analysis could be a milestone in order to enhance the profitability as well as productivity because it focuses on the internal and external environmental factors. In this context, the continuous changing and innovative strategies and roadmaps are required to meet the objectives and remove the barriers and complexities in the way of success. However, analysis shows that saying is not enough unless there should be someone; innovative, revolutionary and visionary change leader who, feeling change the need of the hour and life-force, can execute the change as it should be.

Moreover, the tools of success are various in change perspective such as change audit, SWOT analysis, steps in analysis of the organisational units and departments, barriers to change, plans for conflict and resistance, change grid(a tool to judge the individual`s perception and approach towards change), comprehensive model for change, creating an environment of change, strategic communications plan, reward strategies and recognition, modifying the performance management system, success stories for motivational purposes; all contributes to achieve the unachievable in the long term of value creation as well as business sustainability in the real sense of the term.

Research strategy:

The research has been designed and constructed in a balanced perspective. Keeping in view the research demand and nature, secondary research is given more focus but that could not restrain the effectiveness of the research work. Though the nature of the research puts a limitation on the primary data, the author has presented the primary data as well in order to project the balanced perspective.

In this research work, the secondary data is gathered in qualitative form to serve the purpose. The key justification is to build a strong ground and base by gathering different opinions, ideas, and theories with respect to effective change management in the organisation. In order to achieve the objectives, the sources such as internet and university library are consulted. Different views and arguments by different authors and researchers are included and cited to support the research problem effectively. In literature review, the secondary data is used to present various theories and models of change processes and the failure of executions as well. Finally, for the fulfillment of the problem proposed, the author has given an extensive reading to international journals, books, research articles, magazines, newspapers, etc. this sort of reading explores new grounds and directions for others to research more on the research study (Kumar, 2005).

The author has collected and gathered secondary data by using the deductive approach. A massive and broad data collection was deduced towards a focal point and conclusion. The topic of change management and its true nature is a vast topic and well-studied before. So, the author has attempted to narrow down the available data to build a constructive and informative ground in the literature review. It has also proved beneficial providing a platform to collect and examine the primary data.

Primary Research:

For the purpose of gathering qualitative data, the author has conducted some interviews. The primary reason for gaining the qualitative primary data in the form of interview is to analyze the different views and opinions and concepts of the change managers and practitioner of change in the organisations; Apple and Nokia. Because the change leaders and practitioners anticipate, introduce, execute the change process and above all removes the hurdles and barriers to maximize the business growth as well as the sustainability, it is observed and concluded through their experiences what kind of challenges and problems they face for the accomplishment of their desired objectives and targets. Keeping in view this fact, the method of interview is conducted to investigate the key findings as well as the conclusion aptly.

On the other hand, to be more accurate and versatile in the research work, the quantitative research method is introduced as well to get the specific findings from the managers and other employees. (McNeill & Chapman, 2005) In order to gain this particular perspective, the author has established a questionnaire which helps to investigate how the role of strategic change management has affected the growth and sustainability of the organisation. Therefore, the concepts and views of employees are also included to support the research problem. Multiple data collection not only makes the research valid and reliable abut also helps to serve the objective.

Interviews:

This tool is considered as the most significant part of the research in gathering the primary data. Observation is not included in this research work as it does not suit the topic. The managers and relevant authorities are approached and interviewed making sure that there is enough time for the

process. In self-administrated interviews, the author has got a control over his questions and recording of the responses. These responses are recorded and included in the next section of findings and analysis. This method provides the investigation and exploration of different ideas and concepts of 10 different managers and change leaders who run different organisations and have different personalities as well.

Survey Questionnaire:

The survey was conducted in company premises because it was self-controlled and self-administrated by the researcher to make sure the quality of the survey. The prior interviewed managers directed the employees to be interviewed as well. A questionnaire was prepared with the closed ended questions of key questions regarding the key objectives of the research area. The respondents are given multiple answers to select only one (Denscombe, 2002). This is how the process was established and conducted to achieve the desired objectives of it. Questionnaire was constructed with the help of the secondary data which deals the core issues and problems.

Sample Size:

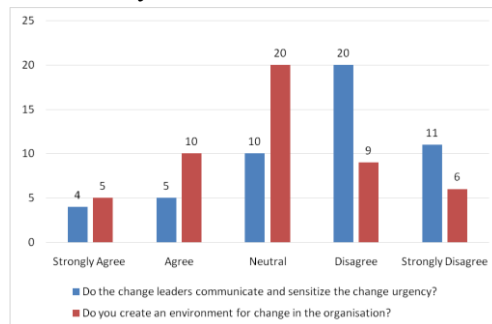
This is the unit chosen from the population to focus the study on. Its size should be appropriate because the whole reliability of the population is affected. Two different sample sizes are taken for this research work. These are based on non-probability and convenience sampling technique. For interviews the sample size is 10, and for questionnaire sample size is 50. The approximate time of the interview is 15 to 20 minutes held in the company premises.

Data Findings and Analysis

Data Analysis:

All the gathered data from various resources will be examined and analyzed to conclude the research work. In this way, the quantitative primary data is analyzed and examined through MS Excel through different charts and graphics. On the other hand, the writer will use the conceptualization model to analyze the qualitative data. In this way the qualitative data is interrelated with literature review.

This chapter presents the research findings and analysis through the conduction of interviews and questionnaires. The first section describes the research findings and its analysis through interviews and second sections presents presentation through graphical charts. Both the qualitative and quantitative techniques are used for this purpose and the sole purpose is to achieve the research objectives.

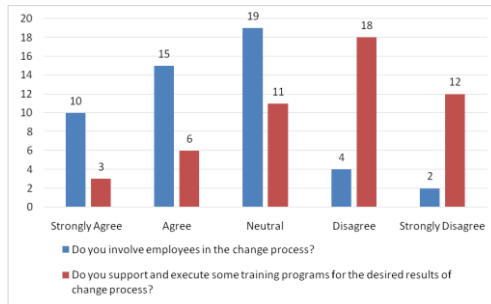


Created by the Author (2017)

The communication and the need of change are not well communicates and well taught in the organisations. The results show 9 respondents agreeing with the effective communication whereas 31 respondents disagreeing. The neutral response is 10.

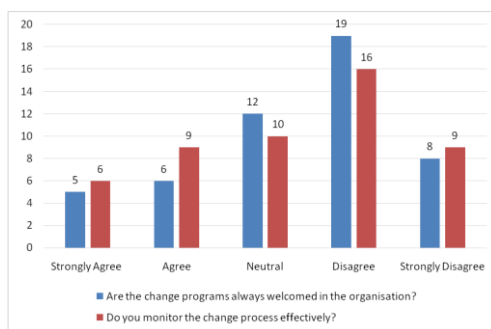
On the other hand, the 15 respondents agree that organisations create the environment for change and the same number of respondents disagreeing as well which is quite

interesting. Whereas 20 people respond neutral; agreeing and disagreeing at the same time.



Created by the Author (2017)

According to the above chart, 25 respondents agree with the involvement of the employees in the change process because they know without them change is not effective and fruitful. On the other hand, 6 respondents disagree with the employee’s involvement. Only 19 people have the neutral kind of response. The above chart shows that only 9 respondents see the training programs and learning skills when it comes to the change process. Whereas 30 respondents disagree with the learning and teaching programs whatsoever. Only 11 have got the neutral viewpoint.

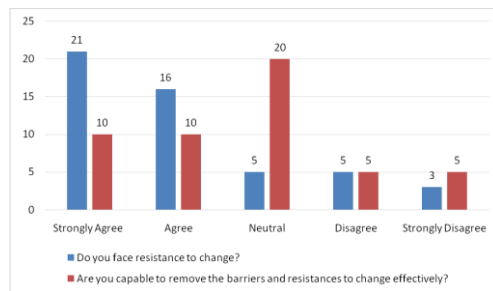


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When it comes to the resistance towards change process, only 11 respondents believe that change is always welcomed

whereas 27 respondents are of the view that people don't like the idea of change at all and they therefore don't welcome it. The 12 respondents view that it depends upon the situation and the organisational approach towards handling it thus, view it neutrally.

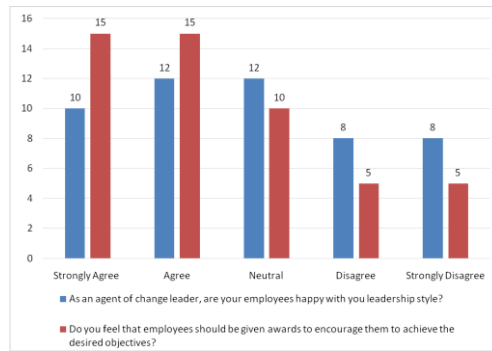
Change needs to be monitored effectively. The 15 respondents agree with the statement whereas 25 respondents believe that change process is not monitored effectively and this is unfortunate. Only 10 respondents have the mixed view.



Created by the Author (2017)

People don't welcome change so they resist it. 37 respondents believe in the resistance and reaction towards change process. On the other hand, only 8 respondents disagree with the statement when asked. 5 responses are neutral gathered from the statement in the questionnaire.

Moreover, when we see that people has reaction and resistance to the change process, the role of the top management and change leaders come in. 20 numbers of respondents believe and are confident in overcoming the barriers of change effectively whereas 10 respondents are seen disagreeing with capabilities of overcome and removing the barriers and hurdles in the way of change. The neutral view in this question is 20 as well.



Created by the Author (2017)

The effective leadership is an essential key to success when it comes to the change process. When asked about the leadership style and the satisfaction, 22 respondents accept that they are happy and satisfied with the leadership style whereas 16 respondents seem unhappy with their leadership style. Only 12 respondents are having the neutral view regarding the statement.

Moreover, when it comes to the reward and recognition 30 respondents believes that there should be a reward or bonus whereas 10 respondents see it only a wastage and financial pressure. Only 10 respondents are neutral in their view.

It is quite evident in the above findings that the managers and top leadership of Nokia and Apple Inc. is well aware and agile with the changing circumstances and dynamics in the world of business evolution. It is further reflected that the ethos and values are observed and monitored such as decision making, effective communication at all levels, planning, learning and improving the management at all level effectively leaving no loophole whatsoever. The theoretical as well as practical clarity in grasping the change concepts and the demands of change are also well adopted by the considered organisations.

Furthermore, it is also observed through the findings with respect to change management, vision creation, handling

conflict management and removing the barriers of change that lead towards understanding the capabilities of the change practitioners and agents of apple and nokia to deal with the issues effectively so that they can earn the name and fame along with the sustainability and consistency in competitive rivalry of business.

It is observed from the interview section that unplanned strategic approach towards innovation and launching transition leads toward the business failure. The management of apple and nokia have known the fact that the victory kisses the feet of those who are proactive and hyper sensitive when it comes to the future value creation and business growth.

Keeping in view the findings, the analysis of the above organisation is presented in the fact that both have comprehended and taken transitional change as a life guard and life force and a criterion to futurize the business.

The findings also reflects the attitude of the staff towards the change management because of the constant and ever changing polices and instructions. However, the convincing and elaborating skill of apple and nokia does ease and motivate the staff towards higher goals. The presentation is conducted in such an interesting and charismatic way that boosts and ignites a new passion of rivalry and competition in the blood of subordinates at all level.

It is witnessed and notable through findings that the involvement of the employees and other staff members is encouraged which is an indicator of the strength of the internal environment. The recognition of the contribution in the main stream of change transition and strength of business in term of gaining and recuperating the sustenance and long term glory are some of the hallmarks of such a giant like Apple and Nokia. As far as theoretical findings in the literature review is concerned, the most comprehensive and strategically driven approach, covering all the grounds and area , removing all the

issues and conflicts effectively is the secret of the success and glory in the corporate business world. In order to enjoy the fruit of heaven and apex, the agile corporations foresee the impending need of change and transition. The flexibility to be with the change is the hallmark of the organisations.

The comparison study of the theoretical views and research findings both reflects that not only the vision but also strategic change followed by effective implementation are believed to be the milestones and hallmark of the ultimate glory and grandeur in the competitive business world. There is no denying the fact that set rules and principles are same in any organisation but wisdom lies in handling and managing them according to the demanding circumstances. To move in the right time is the key of strategy when others are slumbering. In this context, the strategic leaders act like mentor who advises, trains and monitors at the same time, Herbert (2005).

Critical Analysis:

In the case of Apple and Nokia, they are defined as the highly innovative and demanding in their operations as well as productions and services. Customers love to buy their products and services. Keeping in view the need and demand of their loyal customers, the need of constant transformation and transition phase is exercised strategically. However, sometimes their experimental innovation gets hit and eventually gains glory and grandeur in business profit and value creation. But at the same time, the inability to realize the changing scenarios and dynamics in the corporate business world leads towards the downfall and failure. However, in some cases, after realizing all that, the inability to execute the change process and the deceptive nature of change leads towards failure. In this context the nokia is the most befitting example of fluctuation. The company has been struggling and suffering in the dilemma of making choices and decisions at the right time. Having

witnessed all the demands and transformation in the world of technology as well as the mood of the customers, it has failed to cope with the existing circumstances. As a result, nokia has recently, at the verge of mergence with Microsoft in order to be alive in the transformational world of fierce competition.

Conclusion& Recommendation:

This research work is being presented and designed emphasizing the critical and pivotal role of strategic change management in the growth, evolution and sustainability of the organisation. It has been evident and observed in the above research that well-planned directions towards innovations and transitions are the most effective and demanding tools and factors in the corporate world. The key reason in dealing with this hot issue is the fact that the world is changing and evolving at a rapid speed, creating complexities as well as opportunities for the challenging practitioners and top leadership. However, in order to deal with the unpredicted and potential threats and challenges in the disguised and mysterious forms, the change management and innovators are always dedicated and firm in shaping and directing the course of their organisation into the path of radiance and glory. The presentation of the new transitions and strategies is performed in such dexterity that it seems like penetrating within the organisation whether it is dealing with the process, system, people, technology or resistances. What makes a mere manager to a change leader is the fact that true innovative leader is the change agent who utilizes not only the available resources but also creates the opportunities and explore new grounds to perform the best enabling and ensuring the long term consistency.

This research is unique in the sense that it has presented and designed the research data in literature view by comparing and contrasting the different models of the change

process. The usefulness and drawbacks are highlighted in a lucid and clear manner for the comprehension and therefore development of the organisation. However, the subject is wide and broad enough that it can never be demarcated and confined by any set and peculiar model or framework. Plenty of scholars and researchers have projected multiple aspects and dimensions of the concept but the reality lies in the practical execution of it according to the situation effectively.

Despite the fact that the scope of the study is too wide to cover in this research area, the effectiveness of the strategic change management of the two selected organisations has made the task easy for the researcher. The unique thing of this research paper is the fact that it has reflected and integrated the two organisations i.e. Apple and Nokia to analyze them in terms of their progress and success. For the fulfillment of this objective, the author has collected qualitative as well as quantitative data through surveys and interviews of the related persons, ensuring the reliability and validity of the research remains high and intact.

It is witnessed in the findings that both the organisations have grasped the urgency of change and adopted the reasonable and strategic directions to achieve their ultimate goals. It is also concluded that both the organisations emerge as innovators bringing and launching changes and novelty in the field of technology. Further, in the research work, the growth and sustenance of the organisation is directly linked to the innovations and incorporation of the strategies in terms of introducing the changes and transitions effectively. Performance and growth has been proved as reciprocal of the innovations and strategic changes of the considered organisations.

It is also observed through the primary data that both the organisations have proved the effectiveness of their leadership and most importantly their people believes in them.

However, some of them have reservations as they don't believe in working in the changing circumstances. The respondents of the surveys are witnessed in supporting the incentive programs designed and conducted by the top managements. These sorts of approaches are satisfactory in terms of enhancing the potential performances of the people involved in it. The decision makers and change strategists do take their employees into considerations while focusing innovative and creative creations. To conclude, the overall findings of the research study depicts and highlights the significance of strategic change and all its symbolic implications for the achievement of the long term sustainability and value creation. This factor has been proved as a milestone and backbone of any organisation. Apple Inc. has been successful because of its focus in innovating the unknown and unseen, breaking all the barriers and codes in the market. All the credit of success and fame of Apple go to the leaders and change management who are creating new horizons for this giant. On the contrary, nokia, being in the market, has not been proved as efficient and agile in the terms of creativity and innovation. Not being so proactive, nokia has lost its glory and shine in the fierce competition of telecommunication world.

The need of the hour is to create and present the 'WOW' kind of production to grab the bite of success and glory from the crocodiles such as Apple, Samsung etc. keeping in view this objective, the successful and effective leadership is required that can take initiatives in the field of change management and innovative management. The findings also reflect the lack of strategic and dynamic approach in the contemporary world of change and innovation as far as nokia operational and strategic behavior is concerned.

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