

## Strategic Implementations - Model Changes for Leadership – management within Organizational Expectations

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### Abstract

Significant attention in this presentation work and article paper focused on strategies within the identified problem context, change models and came - up with some recommendations for leadership- management in strategic implementations in bringing out model changes within organizational expectations as reflected in the topic sentence. Strategies mark significant keys to change process and effective management. Emphasis has been made on strategizing and the right model appropriate for bringing the sought and desired changes.

Credited to the force field depicts the quasi equilibrium state in a system, while the change process involves a freezing process preceding the actual change process and finalized with the freezing phase having accomplished and achieved the actual change sought and anticipated [1,2].

A loop – feedback is essential between the top management and work force teams as presented in the novel model rather than a one way or exclusively top down process and radially vertical structure.

A discussion on strategies, change models for leadership – management in Strategic Implementations and model changes within organizational and expectations has been extensively presented.

Significant and salient recommendations were also made to the top management and organization teams in strategizing and making the right and appropriate fit for a change process.

**Keywords:** Change process, management, strategies to change implementation, models, leadership – management, organization.

**Preview:** This presentation work and article paper focused on strategies within the identified problem context, change models and came - up with some recommendations for leadership – management in strategic implementations in bringing out model changes within organizational expectations as reflected in the topic sentence.

Having identified and recognized the fact that it is not quite easy bringing out strategic changes, effecting and enforcing changes in models; it is pertinent to sought for pragmatic ways and steps to be enforced and applied in bringing about the desired changes in meeting up with organizational expectations and achieving the anticipated social changes.

Digitization, evolutions and influences in the business, SMEs, distribution channels and supply chains and strategies to model changes also discussed while mentioning communication context and contextual framework as a veritable tool to be engaged in bringing about strategic changes, restructuring and changes

sought to models and pointing - out the roles, parts and influencing roles played by managers with some references and impact.

### Introduction

Leadership and management face and encounter a number of challenges or difficulties comprising

“Change, changes in strategies or models, communication, diversity issues, conflicts resolution” among other issues and challenges or difficulties frequently encountered. Strategic changes, restructuring and model changes reflect in organizational changes.

Organizational change might be referred to, tagged and described as any change brought about and seen in structure, technology or people of an organization. Change in structure is maintaining the span of control, specifying different work roles, redesigning job scenarios, re scheduling and presenting new modules or tasks, among other events, activities and sequences all within the

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right perspective and conceptual frames or contexts of strategic changes, restructuring and model changes.

Strategic changes might necessitate completely changing the present direction of a company to a new trajectory and direction towards achieving a future goals, plan and objectives. These changes might bring significant changes leading to a complete overhaul or removing some parts while retaining some.

Identified, recognized and stress the need to retain those parts of the business that are working well during change making process or tasks. They explained further the changes in the company internally and stressed internal settings reflect wider changes in the socio, political, economic and environment while also stressing the need and essence of organizations and companies to respond to those changes; “that is to say being flexible, vast and dynamic” [3].

These changes might reflect in operating models bringing and resulting to new models and going through an entirely new trajectory and completely different path in achieving the anticipated changes, effects and impacts on the organization, firm, business or corporation for the present and future goals.

### Discussion

Strategies or model changes can be linked and associated with changes and restructuring in workplace. Golembiewski presented and divided organizational changes into three categories when studying organizational development identified and characterized:  $\alpha$  changes,  $\beta$  changes, and  $\gamma$  changes; where  $\alpha$  changes and  $\beta$  changes are similar, where all referring to changes in the same conceptual area, but however to different degrees, and the  $\gamma$  changes are typically representing significant change that breaks, ruptures and restructures or redefines the conceptual area. In broader terms described and refer strategic change to as the great and revolutionary changes in the strategic content of the company layer, which belong to the changes of  $\alpha$  and  $\beta$  [4].

It was further stated that the transformation is from a development mode and evolved to another mode or stage of development resulting to a new and different state of quality. It was further stressed and mentioned that when the external environment changes the company might choose another path or direction with the internal factors and external environments combined to bring and reflect changes in the quality of the strategic objectives, business areas and development in the changes sought being tagged as belonging to  $\gamma$  change.

One problem or difficulty encountered by leadership and management with introducing and enforcing changes, new changes and models is resistance, opposition and attritions faced in the process on the way.

Realistically speaking a number of occasions or instances do arise in workplace settings, organizations, firms or corporations where changes, restructuring or model changes have to take place for a number of reasons; however often times these

changes do meet and encounter some resistances on the way to materialization.

Identified five structural configuration modes reinforced and built on the strategy an organization embraces and the magnitude or degree to which this is applied, implemented and adopted in real practices comprising; “simple structure, machine bureaucracy, professional bureaucracy, divisional stratum form at adhocracy” [5,6].

An average person or naturally speaking on the average individuals seems and feel complacent with the ways of doing things, previous traditions, styles or modes and tend to resist and oppose new events and regimes that results and likely to bring changes. Changes can have a significant bearing on talent acquisition and development.

As elaborated here;

Codification and personalization are two key attributes of knowledge sharing and presented:

Elaborated the employees make sharing of knowledge about tasks specifications, customer services, performance outcomes or outputs, decision making, information flow from ‘multilevel, making and devising business plans, competitive conditions, new technology equipment tools, work methods, ideas for organizational improvement and enhancement, share development programs contribute in solving problems, advancing and promoting business operations [7].

Codification is the personalized explicit knowledge which can easily be transferred while the personalized internalized tacit knowledge is the one which cannot be easily transferred.

In his model depicted as 8 – step model of change management; Kotter emphatically presented communicating the change vision ascertaining the essence and significance of change communication as an essential component and ‘sub – unit mix of the change management process key and essential for a smooth transmission.

The present world we dwell and most pertinently the business environment, workplace and organizations in the present regime are drastically changing daily and with rapidity and increased frequency thus necessitating changes on a number of instances or occasions to improve the ways of doing things, bring into play and force new modes, templates and ideas for improved state and increased or higher and fostered efficiencies.

These often call for restructuring, modifications; pertinently re - shaping and strategic changes to models bringing changes and new sequence or event series to accommodate and tolerate the new situations, foster efficiency and improvements with new driven innovations.

New business models for ICT provide and allow SMEs with access domain and reach to new markets and new sources of com-

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petitive advantages, this creates and brings about new regimes, business transitions, changing trajectories, newly evolving and emerging models [8].

Without the adoption or use of ICT, SMEs will incur or record serious and fatal consequences or catastrophes and disasters prone in the future and will risk lagging behind economically, with all of the implications.

Presented a change management model identified and characterized by three stages described as; “unfreeze, change and freezing” characterizing and depicting a 3-step quasi - equilibrium state” [9].

In his description a change process begins by unfreezing like disrupting and breaking down the original and initial system into sub – units, constituent particles or units and unit bricks.

The system could be frequently and constantly distorted achieving equilibrium for a moment and shifting or being distorted again. The next stage is the actual change process itself, restructuring or strategies and model changes.

This is the regime where the changes and restructuring sought is enforced and brought about to occur and events.

Having completed this phase; the final and third phase is the freezing state and phase when the system is frozen to stabilize events and maintain, conserve and preserve the changes realized and achieved.

Other bearings and impacts change can bring and areas of significant impact on an organization comprise; “Trust and integrity, maintaining competitive advantage, marketing and customer loyalty and supply chain management” as further outlined in addition to “talent acquisition and development” earlier mentioned being engendered by knowledge sharing”.

Two useful tools – models or tools seen in literatures that can help organizations analyze and delineate issues and situations or scenarios comprise; “force field analysis and AKDAR model”. Force field analysis is a technique formulated, devised and developed by Kurt Lewin within the precept & contextual framework of change resistance or opposition usually met or anticipated along the way or process to scrutinize and delineate the forces that are causing an opposition to change process or resistance, rifts and sometimes attritions usually met and often encountered [10].

Another useful tool earlier mentioned is AKADAR model, a nomenclature and acronym which stands for Awareness, Desire, Knowledge, Ability and Reinforcement.

A hybrid of these two models would go a long way to facilitate and promote the change process as facilitator for making the people see the need for the change process, develop a zeal or desire acquiring appropriate skills, imbibing the right values, ideology and orientation.

## Further Illustration & discussion

The present ‘shifts and new paradigms and sequences of events seen in the present world where ‘digitization and the internet of a thing to digital tech., revolutions and drastic transformation changes seen so far is another important consideration in recent times.

Digitization and digital tech. revolutions have brought some significant and drastic changes to businesses, organizations and the entire working environments; even in advertising and marketing spheres to mention.

New business models for ICT provide SMEs with access to new markets and new sources of competitive advantage”, this creates new regimes, business transitions and emerging models [8].

Without the use of ICT, SMEs will incur serious and fatal consequences or catastrophes in the future and will risk lagging behind economically, with all of the implications.

One other strategic area of restructuring and model changes can be seen in marketing distributions and channel changes.

Sometimes or occasions a company, firm or organization might have to change its distribution channels for some reasons, for instance in the case of Nestle.

Nestle adopts different distribution channels and strategies in emerging economies and various reasons. Referring back to the internet roles and its bearing on distribution a number of companies have adopted online distribution in their marketing channels and supply changes to accommodate a number of changes, reasons and events sequences or regimes especially with the recent and drastic transformation changes brought by digitization, online and internet of a thing.

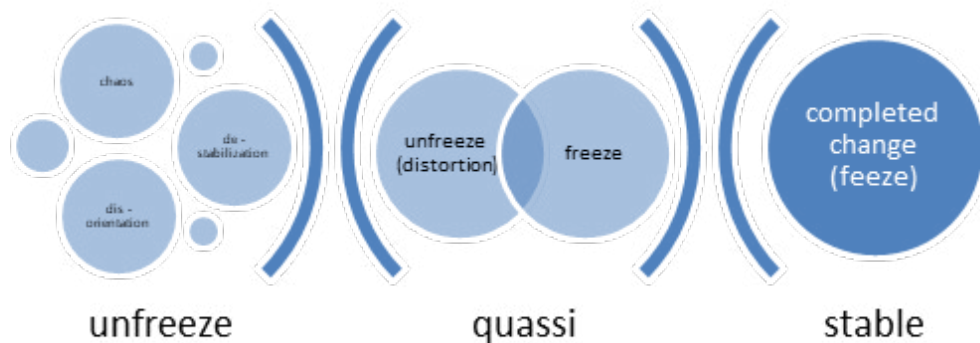
## Reflection!

The discussion frame is quite and highly interesting centered on formulating and finding solutions built and developed around a problem or creating opportunities; this is broad and encompasses decision making frames around a 'problem or opportunity encountered and discovered in organizations.

This is an essential and pertinent field and subject of discussion that triggers significant attentions and questions or debates in organizations.

As I discussed earlier in my discussion post; 'change is frequently encountered in organizations, the problem is not really the change itself but being able to manage the change, entire process and decision making resulting and brought about by the changes.

The system can best be conceived and described as always and potentially being in a quasi -equilibrium state. As a resemblance and consisting of similar attributes with Lewin’s force field and change process models; this is a modified and novel model to delineate change process below.



**Figure 1:** A modified & novel model of change process

The unfreeze status is characterized by “chaos, de – stabilization & dis – orientation” that might be described as attributes of a high entropic state randomly disordered.

The quasi state characteristically vibrates between a “unfreeze” and “freeze” state as shown in the diagram putting the system in constant vibration as attributable of organizational dynamics prior and during the change process.

The final stable state is completed and achieved by freezing having implemented, achieved and concluded the entire change processes.

Presented a force - field analysis of a system in a change process [2]. Earlier identified and presented 3 - stages in the change process via a 3 - step linear model as "unfreeze, change and change" implying the change process at its initial phase brings chaos and has to be unfrozen going through a rapid entropy disorder [1].

The 2nd stage is the change process and itself and events or sequences and series of activities bringing and culminating to the change process.

The final stage is the freezing state or phase; having completed the entire change process, it is finalized and sealed by freezing to ring a lasting and permanent state.

In conclusion, understanding vividly the problem encountered and the circumstances around a change process and being able to manage the entire change process effectively and proactive enough is key.

In a nutshell; strategies, models or structures do changes in organizations, workplace settings and business environments or firms; to manage these changes the leadership and management have to be proactive conscious of problems do often encountered and resistances on the way to changes and transitions or new regimes.

Strategies, models and structures in real sense and practically speaking terms are not static but constantly changing and evolving and often times appear challenging for top management, leadership and management even if it comes with a lot of benefits and good intentions still encounter and meet resistances and oppositions on the way to implementation.

**Illustrating further**

In reference to the ‘ICT and its immense benefits as a ‘strategic change applicable and to model changes in firms or organizations and avoiding or eliminating any problem that could be encountered in the process while optimizing and maximizing gains and uses;

Intensely argued and contestably that ICTs can significantly increase the level of productivity, facilitating and improve the efficiency of SMEs in different ways and perspectives, including technical improvement, reducing or minimizing transaction costs, improving resource allocation, and shifting the production function [11]. It is therefore imperative and important for SMEs to strategically position ICT within their organization in such a way that they will maximize its benefits and pertinently ensuring effective changes within the best communication ‘strategic – fit’ contexts, maximization or optimization of use and roles [12].

In these perspectives and bearing ‘strategic changes and changes to models have to be well managed and adjusted to suit situations where applied.

**Strategic model for change: ‘A Looping between Top management and Workforce**



**Figure 2:** ‘A strategic loop to changes

A feedback loop should be established between the top management and the workforce who responds to the changes.

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The top management and leadership design the change, structures and implementation plan.

The workforce responds to the changes; to ensure an effective change a feedback loop as demonstrated should be established.

An effective communication network should be put in place by management while designing this change structure as anticipated and expected within organization's top goals and strategic – fit.

### Conclusion

Strategies, model changes have been extensively discussed with vivid illustrations, references drawn to literatures and also importantly pointing to the bearing of digitization and stating the essence and significance of communication as a key recommendation among the tools and modes or devices for managing strategic changes, operating models changes or restructuring.

'Digitization, evolutions and influences in the business, 'SMEs and strategies to model changes also discussed while mentioning communication context and contextual

framework as a veritable tool to be engaged in bringing about strategic changes, restructuring and changes sought to models and pointing - out the roles, parts and influencing roles played by managers with some references and impact.

Among the key factors and parameters in ensuring smooth and successful strategic implementation, changes and model changes; it is highly essential to point – out and identify that communication is a highly essential and crucial ingredient, tool or component that can be applied and adopted.

It is crucial and essential to identify the right steps in strategic changes, restructuring and models change in bringing desired change, ensuring a strategic change, model changes or restructuring within a change management process is successfully implemented, accomplished or achieved.

### Recommendations

As mentioned earlier; models or structures do change in organizations, workplace settings and business environments or firms. To manage these changes the leadership and management have to be proactive conscious of problems do often encountered and resistances on the way to changes and transitions or new regimes.

In implementing strategic changes, restructuring and model changes; organizations, companies and firms have to be proactively responsive and take some pragmatic steps, measures and adequate procedures, techniques, styles and protocol adoption to be able to accommodate, tolerate and manage the change process.

Some of the following recommendations are suggested and professed as fully enumerated and listed as follows:

- Communication tools, devices and mechanisms should be embraced

- Enforcing smooth and effective communication
- Management should communicate the changes, strategies or models, its essence, vision, cores - core messages and purposes
- Management should justify and be sure of the need for the changes, weigh the costs and benefits

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