The Role of Transformational Leadership in Organization Change Success.

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Dissertation submitted to the faculty of the Baltic business school in partial fulfillment of the requirements For the Master degree in Leadership and Management in International Context.

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June, 01, 2008

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Abstract

The purpose of this thesis is to gain better understanding of leading transformation in terms of effective change process models, transformational leaders characteristics and the impact of organization culture on change process. Organizations that handle change well thrive, whilst those that do not may struggle to survive.

The thesis has a qualitative approach and the empirical data was gathered through telephone interviews and a webinar (Web-based seminar) with company’s works in the field of consultancy namely EMERGE International ® and The Leadership Trust ®.

I choose to focus on theories and conduct a review of several studies addressed the positive aspects of change and transformational leadership as part of organization change management practice.

The main findings from this thesis is that, the approach taken to manage change mirrors the leader mindset and his ability to lead transformation and manage resistance based on becoming more aware of the dynamics of transformation in both human and process level.

Further on, the leader needs to be competent in the process of transforming organization in term of his role as a change agent who facilitate, coach and consolidate the short-term wins achievements to ensure that individuals within the organization accept the changes and make progress towards the longer term goals.

Moreover, the leader should ensure to design a change process that demonstrates the desired organization culture.

Finally, the thesis recommended a model could be used by leaders to guide a transformation process at the organization. The methodology used is based on the scope of change and the degree of employee involvement.
1.0 Introduction

This chapter will present a background to the chosen topic. The background is first presented, continuing with the research area problem discussion. After that, the research purpose and the research questions will be presented. Finally, limitation and outline of the thesis are described.

1.1 Background

Organization changes can be defined based on the change scope, as low scope evolutionary changes, and high-scope transformational ones. The former occurring gradually and the latter radically affecting the whole organisation.

Organisation success in the current competitive environment depends on its ability to undertake transformational change, whilst at the same time ensuring continuity in core organisational processes. There are three types of resistance in the change process stages, perception in the formulation stage, culture and leadership in the implementation stage (Rumelt, 1995).

The organization change management can be viewed within the paradox of maintaining alignment, whilst enhancing adaptability depends on the competencies of the leader as a transformational and as a change agent.

Having a transformational leader in an organization is not enough for successful change since it should be combined with process model that offers guidance for designing future transformation rather than prescriptions.

Culture is to the organization what mindset is to the individual. Mindset actually includes leader’s thoughts and attitudes, as well as leaders values, assumptions, and desires.

The processes of change are treated separately from the specifics of the situation and reinforce the role of organizational culture and cultural compatibility on change success.

Nearly 10,000 global managers took part in leadership survey 2007 and a staggering 91% of them agreed that culture is as important as strategy for business success (Bain & Company, 2007).

In summary, organization change requires a competent transformational leader’s and change process model design based on a shift of culture, behaviour, and mindset to be successful and sustained over time.

This ides will be elaborated further on the subject in my problem discussion.
1.2 Problem Discussion

Based on the scope there are two types of changes. The first type is evolutionary changes, these are small changes that alter certain small aspects, looking for an improvement in the present situation, but keeping the general working framework (Blumenthal & Haspeslagh, 1994).

The second type is transformational change which is the most complex type of change facing organizations today. Transformation is the radical shift from one state of being to another, where the organization totally changes its essential framework and looking for a new competitive advantage that affects the basic organization capabilities (Hutt, Walker & Frankwick, 1995). The leaders must understand the need for change, its implication, and initiate a transformation process that attends to all the drivers of change.

Jansen (2005) stated the phrase ‘ambidextrous organisation’ has been coined to refer to organisations that are being required to not only be capable of delivering transformational change, But to undergo transformational and evolutionary change simultaneously and are able to strike an optimal balance between adaptability and alignment.

Rumelt (1995), stated that sources of resistance to organization change includes perception as a source of resistance in the change process formulation stage.

Change starts with the perception of its need, so a wrong initial perception is the first barrier to change. It includes inability of the organization to look into the future with clarity and create communication barriers that lead to information distortion.

At formulation stage the process model offers a change guidance and potential path to follow for designing future transformation state. It supports the leader plans for the change as thinking disciplines for influencing them, rather than prescriptions.

Rumelt (1995) stated that the sources of resistance in the change process implementation stage are:

- Leadership inaction: Lack and gap of the necessary capabilities to implement change.
- Cultural resistance to change: Culture incompatibility creates change problems. In terms of implementation climate and relation between change values, organizational values, communication and result opposition to change.

(Baldoni & John, 2003) stated that part of the communication problem during change resulted from culture difference since leadership communications emerge from both organizational cultures as well as from his values.

Galpin (1996) described a process for implementing planned change using the strengths and capabilities of the human resources within an organization as the central hub for change.
The cognitive maps or strategic belief systems of managers and employees can have a profound effect on how change is planned and implemented. This process included stages in order to initiate the change process:

- Defining the need to change and a vision of the result of change.
- Developing the essential attributes and skills needed to lead the change effort.
- Addressing the cultural aspects of the organization that will help and sustain change.

Change efforts often require a champion for change who continues to build and sustain strong enthusiasm about the change.

Woodruffe (1991) asserts that competency refers to the sets of behaviors that enable the performance of tasks, or rather, the dimensions of behavior that enable competent performance.

The leader uses transformational style that combines personal preference and the perceived needs of the change situation.

Leadership branding addressed the change challenges business to adapt to a world of transparency by adopting new ways of meeting the needs of stakeholders and by operating with openness and integrity. According to (Rushmer, Kelly, Lough, 2004) the transformational leadership is fundamentally about influencing others.

- Each individual can make a contribution as a leader in an enormous variety of ways based on their personal attributes and the style adopted
- The setting, context and nature of the people being influenced make a great difference to what is classed as effective leadership.

Transformational leaders lead by values. They formulate a set of essential values, which are to be achieved, and show behaviour, which is in accordance with the values. In that sense they are ready, when necessary, to perform radical changes in their own attitudes, approach, behaviour. And has the ability to face the complex, ambiguous and uncertain situations.

Transformational Leaders identify themselves as change agents, take responsibility for change and can deal with complexity, ambiguity and uncertainty (Booker, 1997).

The change agent is the leader responsible for organizing and coordinating the overall change effort at different phases of organization change. Leadership is built upon vision, commitment, and trust, setting direction and influencing people to follow that direction.

Culture at the organizational level, is based on business drivers that the organization seeks to achieve and the shared pattern of actions, words, beliefs and behaviours resonate within the contexts and influences what employees perceived at the individual level.

"I came to see, in my time with IBM, that culture isn't just one aspect of the game – it is the game. In the
end, an organization is nothing more than the collective capacity of its people to create value.” Louis V. Gerstner, Jr. Former CEO of IBM.

The principles for communicating change focus specifically on the issues of culture change and employee’s motivation to change. Leadership communication is communication that flows from the leadership perspective, it consists of those messages from leaders that are rooted in the values and culture of an organization.

This background and problem discussion has leaded me to as a specific purpose, which will be developed in the next section.
1.3 Purpose and Research Questions

Based on the reasoning above, the overall purpose of my thesis is to:

*Provide a better understanding of the role of transformational leadership on organization change success.*

The research will focus on transformational leadership and process within change management practices and will conduct a review of several studies addressed the positive aspects of change process in terms of its process model design, transformational leadership, and organizational culture.

The complimentary culture studies provide an extensive range of concepts related to culture assumptions, values and behaviors, communicating and culture integration.

I have outlined three research questions which by answering will help to gain the necessary knowledge to accomplish the stated purpose.

The research questions are formulated as follows:

**RQ1:** How Could the Design of the Change Process Model lead for Organizational Change Success?

**RQ2:** What are the Transformational Leaders Common Traits and Competences Required For Change Success?

**RQ3:** What is the impact of Organization Culture on Transformational Change Success?

1.4 Limitation

The change management area is very large to investigate. Due to the time limitation the thesis will focus on the organization perspectives of change and therefore I limited my research to view the stated area of organization change within the above research questions.
2.0 Literature Review

This chapter will present the theoretical review of the relevant literature in regard to the research questions. Firstly, previous studies concerning the common change process model for leading transformation. Secondly, studies dealing with the traits and competencies of transformational leaders. Thirdly, studies dealing with culture and communication during organization change. Finally, the chapter will end with a conceptual framework.

2.1 RQ1: How Could the Design of the Change Process Model leads for transformational Change Success?

This section will explore process models, differentiate them from change frameworks. The complimentary processes models provide an extensive range of concepts, and analysis of the role of transformational leaders undertaking organizational change.

The change methodologies provide well documented areas of formal structures, processes and rational dynamics support for leaders during organization change. By combining these models, the criteria and dimensions for a change management methodology will develop, and the type of leader necessary to perform it was established.

2.1.1 Organization Change and Process Models Concept.

Although there is considerable diversity in the explanation of change, mostly have identified two key elements (Dimension) that can be used to identify transformational change from other change types:

- change objectives (how pervasive is the change intended to be).
- Mode and process scope through which the change occurs.

The objective of transformational change is to not only influence processes, but to change mindsets, cultures, activities and organisational power bases. Transformational change is pervasive, it does not end at addressing structures and processes, it involves shifts in most organisational components; its culture and values results in the adaptation of a new organisational paradigm.

Newman, (2000) similar distinctions have been made between first order change and second order change. First order change is incremental and convergent; it may involve adjustments in processes or structure, but does not involve fundamental change in strategy, core values or corporate identity. Second order change on the other hand is transformational, radical and fundamentally alters the organisation at its core.

It moves organisations outside of their familiar domains and changes power bases. The main key outcomes are an organisation that is more adaptable to continuous change and learning.

The paradox between maintaining alignment, whilst enhancing adaptability requires organisations to be adaptable to transformational change opportunities, whilst maintaining alignment with already successful
operations and structures.

Birkenshaw and Gibson (2004) Structural and contextual are two approaches the organisations implement for pursuing adaptability whilst maintaining alignment.

The following methods involve:

- **Structural approach**: for organisations to separate different forms of change by organisational structure or by functional role and developing separate structures within an organisation to focus on adaptability and alignment.

- **Contextual Approach**: encouraging organisational units to pursue both adaptability and alignment at the same time by being able to change operating structures and the mechanistic structures for incremental change and alignment during periods of relative stability, and organic structures for pursuing adaptability during times of rapid change when necessary. Operating in such a method could be achieved by encouraging a higher level of risk taking amongst employees, or by asking employees to use their own judgement to a greater degree in pursuing change opportunities.

Flamholtz and Randle (1998) identified strategic transformational planning as a key tool for change in an organization. This process describes the planning necessary to transform an organization into what it needs to become to maximize the fit and reduce the gaps between organizational environment and business concept.

The task of managing change is complicated by the fact that leaders have to help their employee cope with change and the leaders also face their own coping challenges.

Change process models and frameworks provide unique process guidance and several functions by listing many important topics requiring attention to accomplish change.

Change frameworks are generally static, while change process models demonstrate action, movement, and flow.

A good way to have a better understanding the process models would be to assess them in light of a solid framework that finds its genesis in typology crafted by Van de Ven & Poole (1995).

They induced the following basic process theories of change, each characterized by a different event sequence and generative mechanism:

- **Rational**:
The need for change is to adapt to new environments and the strategy is a planned change from top -down with actor’s top management.

- **Gradually**:
The strategy for change involves looking at two aspects the rate of undertaking structural change and the probability of succeeding in implementing change.
The actors involved on this kind of change process would need to fight the inertia of the organization primarily at the top; however, the effect can be observed to some extent even at middle and lower levels. In such cases the change needs to be implemented through “Extensive Involvement”. To accomplish better understanding for the change concept five models will be studied:

3) Lewin’s Three-Step Change Model.
4) Lippitt's Seven Steps of Change Model.
6) Reasoned Action and Planned Behaviour Change Theory.
1) John Kotter Change Transformation Process Model: Eight Steps to Transform Organization

The model guided the principles of transformational leadership through eight-phase process of creating major change. It addresses some of the power issues around making change happen and emphasizes on the need to communicate the vision and keep communication levels extremely high throughout the process to minimize resistance to change in organizations.

Each phase acknowledges a key principle identified by Kotter, relating to people's response and approach to change, in which people see, feel and then change.

This is part of the model more focused on the process of personal change and can be emphasized clearly using personal change process (Fisher, 1999) stated in the process of personal change, leaders should be aware from the happiness Vs farness of change and the impact of change denial.

Leaders should be aware that when individuals one’s viewpoint is recognized and shared, there is still an individual feeling of anticipation, and possibly excitement to change.

The organization needs to manage the change phases and ensure unrealistic expectations are managed without alienating the individual.

Failing to reach for a balance between happiness and farness and never seeing a change progress will reach for a stage defined by a lack of acceptance of change and denies that there will be any impact on the individual. People keep acting as if the change has not happened, using old practices and processes and ignoring evidence or information contrary to their belief systems.

The model address the informal coalition's perspective that seeks to blend the sensible use of formal, rational frameworks with an understanding of, and engagement with, the hidden, and informal dynamics of the daily real-world organizations.

Informal Coalitions also explores the impact of cultural and political dimensions of organization on decision-making and performance (Thinking Culturally and Acting Politically), as well as considering ways of getting to grips with its inherently paradoxical nature (Embracing Paradox).

Organizations do not follow the same rules as inanimate structures, systems and machines. Instead, they are made up of dynamic networks of people interacting with each other. And people have a habit of not conforming to the mechanistic assumptions that still channel much of the mainstream management thinking about organizational change and performance.

Kotter appears to acknowledge this by asserting that what he calls "see-feel-change" is more relevant than "analysis-think-change." But he still, though, retains his stepwise (N) approach to bringing this change about.
(Kotter’s, 1995) change process model explains how successful change, the sort that enables companies to grasp opportunities, goes through an 8-phase process adding that it is essential to go through all the phases in sequence for successful change to implementation. The reasons for following the sequence learned from most successful cases that the change process goes through a series of phases that, in total, usually require a considerable length of time. Skipping steps creates only the illusion of speed and never produces satisfactory results. In reality, even successful change efforts are messy and full of surprises.

Kotter’s (1995) believed that making critical mistakes in any of the phases can have a devastating impact, slowing momentum and negating hard-won gains.

Kotter (1999) believed that there were four functions for leading from the top down:

- Setting a vision that is consistent with the market (and other external realities) and strategies for achieving that visions.
- Aligning people by communicating the vision both inside and outside the organization.
- Inspiring action by motivating and influencing people and removing large obstacles.

In high-performance organizations with strong direction, and strategically appropriate goals leaders created internal change processes that coped with external change and help the organization to excel.

The model demonstrates the positive aspects of effective change, understanding and managing change is an integral part of effective leadership. Leadership seeks to change what people do, and if it is effective it will change what people think and believe.

Kotter (1995) 8-stage process change model provides unique process guidance, and several also function like frameworks by listing many important topics requiring attention.

- Create a sense of urgency.

Establishing and developing a sense of urgency helps to get the organization needed for change through a number of approaches for increasing the urgency level to help the leader spark the initial motivation to get things moving.

To push up the level of urgency, a leader had to remove sources of complacency and explain the urgency of the organization situation and the need for the change within a specific time frame, it’s financial stability and what it will be the future growth resulted from change and what it’s competitive position in the market and opportunities will be if it never goes to change. With urgency low, it is difficult to put together a group with enough power and credibility to guide the effort to convince key individuals to spend the time necessary to create and communicate a change vision.
• Building a powerful guiding coalition.

To lead change, the leader need to bring together a coalition. The coalition comprises people with power, expertise, credibility, and leadership: This is done through building levels of trust and promotes shared objectives.

Kotter (1995) claimed a strong guiding coalition with the managers is always needed. It is always an essential part of the early phases of any effort to re engineer a set of strategies, In order to make the most of people possible understanding the change situation, it is important to share information and knowledge within the organization. However, when it comes to the idea of change some people are reluctant. The perception of having a ‘need’ for a change may have happened earlier for the leader responsible about the company change because he is in the ‘situation’ of the company direct management that allow him to know the organization comparative position situation in the market before the rest of the stakeholders.

Kotter explained that there is a need in a changing organization to create a change coalition that is going to guide the vision, sell that vision to others.

• Create a clear vision and strategy:

Vision defined as a central component of all great leadership, it is a picture of the future with some implicit or explicit commentary on why people should strive to create that future. A vision was part of a successful transformation; it was only one element in a larger system that included plan and strategies. Strategic feasibility is a vision that was grounded in a clear and rational understanding of the organization in terms of market environment and competitive trends. The leader works with the group to build a picture of success. Initiating ideas, brainstorming, and strategic thinking, encouraging divergent and creative thinking, challenging others constructively, envisaging the future, facilitating agreement, drive to achieve, and managing emotions. The leader should focus to link these concepts to an overall vision that employees can grasp easily and should create a strategy to execute the vision.

• Communicating change for Buy-in

The leader needs to communicate his vision frequently and powerfully, and embed it within everything that he can do. To have followers accept the vision is a challenging task, both intellectually and emotionally. Leaders constantly communicate the change vision using all means, and modeled the behavior needed by the guiding coalition. Kotter's advice is to keep it simple, use metaphors, keep repeating the message, listen, and lead by example. In most organizations, managers under-communicated and often inadvertently sent inconsistent messages and resulted in “stalled transformation”. The leader should lead by example, and plays his role presenting with passion, in communicating direction, listening, being assertive, being giving it meaning, being clear creative with ways of about timescale and letting communicating people know what part they will be playing.
- Empowering employees.
The leader should talk about his vision and build a buy-in from all levels of the organization. Turning the vision into action means, removing obstacles and structural barriers to change can empower the employee need to execute leader vision, and it can help the change move forward. It includes also encourage risk-taking and non-traditional ideas, and actions.

- Short-term wins.
Short-term wins within a short time frame are essential since they are visible and show that change is producing results. Without this, employee critics and negative thinkers might hurt change progress. The leader plan and create visible performance improvements, recognize and reward employees involved in the improvements.

- Consolidate gains in to initiatives.
Leaders needed to consolidate gains and produce more change. Kotter argues that many change projects fail because victory is declared too early quick wins are only the beginning of what needs to be done to achieve long-term change. Leaders should build on change and increase attention to change structures and process that did not fit within the vision and may involve hiring and developing people to implement the change vision.

- Incorporate changes in to the culture.
Institutionalize new approaches and ensure that individuals understand that the new behaviors lead to organization success. Leader should anchor the changes in the organization corporate culture Kotter addressed the corporate culture through a conscious attempt to show how new approaches, behavior and attitudes improved performance and ensured that the next generation of executives personified the vision. He argues that change should become part of the core of the organization and the new behavior should become the norm; culture and develop shared values among managers. Shared values were important concerns and goals that shaped group behavior and persisted over time, even when group membership changed.
2) Anderson Change Process Model: Conscious & Facilitative Approach To Transform Organization

The transformation model offers a conceptual general overview of the process of change. It introduces the leader to an expanded view of all of the phases of the process of change. The thinking discipline is a process model fit for transformation, not a project management methodology. The change process model must accommodate the evolving, multi-dimensional process nature of transformation.

The key is that the model will guide and help the leader to discipline his thinking. This is done through leaders' understanding of planning, communicating that takes place and the implications for how the change will occur and how employees will receive it. The vision and values during transformation determines the gap that must be closed between the organization's current state and its desired future values. A comprehensive change process model must not be based on perception. It should attend to design the transformation from the initial state call for transformational change through achievement of the desired state.

Different views about the same situation can arise since the perception of the change process is not necessarily the same. (Waddell, & Shoal, 1998) Perception is not intermittent but continuous, producing change in the perceiver. It means that it might take times for individuals to understand a situation seen by different perceptive. Moreover, perception is itself a motor of performance, perception is closely involved with the determination of patterns of action, not all perception leads immediately to action.

Leaders believe in a 'multi-dimensional' approach to leading transformation. The decisions and actions as a transformational change leader should be governed by the evolve mindset and optimize human dynamics principles and integrate it into how you design and implement change. Leaders approach transformation determines what they are aware of and what they do not see. The approaches either expanded approach (conscious) or limited approach (reactive). Reactive leaders “unwillingness to see that they need to transform themselves in order to transform their organizations is often the biggest stumbling block to their organization's successful transformation.” (Anderson, 2001)

Anderson (2001) transformation process model addressed transformation, as a continuous process, has an upstream component, a midstream component, and a downstream component. The upstream phase is oriented to planning and setting the foundations for success. The midstream phase is focused on designing the desired state, while the downstream phase is about implementation all change process models that are neglect at least one of these critical stages, causing the transformation to fall short of expectations.
The following are the stages of transformation:

**Upstream Change**
In this phase, change leaders assess their organization's capacity to succeed in the change, as well as become clear about the case for change. Building leadership alignment sets the ideal conditions for positive employee involvement throughout the change. This phase is where the climate, commitment, and runway for the entire change are established. It includes critical leadership decisions that are the primary acceleration for the change effort and the opportunity to plan the change right from the start, and modelling their desired culture.

**Midstream Change**
The midstream stage of change is when the actual design of the desired state occurs. The design is developed, and tested. Its impact is studied, and plans are created to coordinate its implementation accurately. Employees are more committed to creating a desired future state that they understand. More readiness is built through participation, and the organization's capacity to succeed in the change is further developed.

**Downstream Change**
The downstream stage includes implementation, and change integration. Most leaders believed that change management meant the implementation of a desired outcome that had previously been designed and the need to overcome employee resistance. When good upstream and midstream work are accomplished, implementation goes more smoothly. The link between leadership and change process design depends on the approach leaders take to transformation which means the state of awareness that leaders personally bring to transformation and that influences the actions they take. It impacts every aspect of their change leadership capability and experience, including their personal ability to change, the change strategies they develop, their leadership and decision-making styles, their communication patterns, their relationships with stakeholders, their personal reactions, and ultimately, their outcomes.
The intra-personal dynamic is a source of the conscious approach that increases change leaders ability to witness what is occurring in transformation. In the witness state, the leader consciously aware of information as his senses collects it.
The term conscious defined as possessing conscious awareness; witnessing your experience; reflecting; being alert, clear-minded, observant (Anderson,2001).
Conscious awareness (the witness state) the leader is aware, taking in information from the environment. The leader use their awareness to develop advanced competencies and create innovative change strategies Furthermore, this requires engaging and strengthening ones inner witness and ability to maintain conscious
Organizational change is unexpectedly difficult because it provokes sensations of physiological discomfort. Behaviourism doesn't work. Change efforts based on incentive and threat (the carrot and the stick) rarely succeed in the long run (Anderson, 2001).

Transformational leaders not only recognize the unique strengths and weaknesses of others. They have sufficient self-awareness to recognize their own, personal strengths and weaknesses. A transformational leader’s self-awareness was conceptualized as the degree of similarity between the leader's self-description and his followers’ descriptions of his behavior.

The leader mostly uses the facilitative approach in decision during organization change. This style is sometimes referred to as participative or consultative.

The facilitative change leadership style best fits the majority of transformation efforts. The level of organizational change readiness and capacity required by this style is attainable. It requires leaders to break out of their linear, project-thinking orientation and temper their control tendencies. The key point is that employees are involved in making the decision rather than simply being told what to do.

Facilitative leaders gather input from employees but still make the decision themselves. This style is useful when the leader recognizes that wider input will yield a better decision or when participation will enhance commitment to the decision.

Facilitative change leaders use a comprehensive change process model to design their change process in advance; then, during process facilitation, they consciously alter the Implementation of their design as the emerging dynamics require. Therefore, their change process model must support clear, up-front design, as well as flexible implementation. They encourage open exchange of information and high participation because they expect to correct their design based on what they learn in real time, from their employee and organization, that suggests how to better facilitate the transformation.

Facilitators often coach others to enhance their participation in the work that needs to be done. A coach works one-on-one with individuals and with the group to draw on individual strengths and develop the competencies they will need to be effective in the future. As participation takes time, this approach can lead to things happening more slowly, but often the end result is better. The approach can be most suitable where team working and quality is essential.

(Palmer & Brow, 2005) Coaching is the art of learning and facilitating the performance. Facilitative leader exercises control mostly by using forces within the team through creating commitment and collaboration. Facilitator leaders maximize their ability to correct their transformational change strategies and understand that they work in partnership with their environment.
3) Lewin’s Three-Step Change Model

Change could be planned for, and achieved, in a step-by-step process of changing structures and procedures.

Lewin’s (1951) developed a 'force field analysis' model, which describes any current level of performance or being as a state of equilibrium between the driving forces that encourage upward movement and the restraining forces that discourage it.

The model for managing change where people are pushed or pulled from a constant state (unfreezing), Movement (transition), establishing a new place of stability (refreezing).

Lewin’s model views behaviour as a dynamic balance of forces working in opposing directions.

The author illustrates the effects of forces that either promote or inhibit change. Both sets of forces are very real and need to be taken into account when managing change. Essentially a current equilibrium exists because the forces acting for change are balanced by the forces acting against change.

Driving forces (usually) positive, conscious facilitate and promote change because they push employees in the desired direction. Restraining forces (usually) negative, emotional hinder and oppose change because they push employees in the opposite direction. Therefore, these forces must be analysed in a three-step model that can help shift the balance in the direction of the planned change. Hence, change will occur when the combined strength of one force is greater than the combined strength of the opposing set of forces.

According to (Robbins, 2003) Lewins theory steps in the process of changing behaviour:

- Unfreezing the existing situation.

The existing situation is considered the equilibrium state. Unfreezing is necessary to overcome the strains of individual resistance and group conformity. It can be achieved by the use of three methods:

First, increase the driving forces that direct behaviour away from the existing situation. Second, decrease the restraining forces that negatively affect the movement from the existing equilibrium. Third, find a combination of the two methods listed above. Some activities that can assist in the unfreezing step include: motivate participants by preparing them for change, build trust and recognition for the need to change, and actively participate in recognizing problems.

- Movement (Transition).

It is necessary to move the target change to a new level of equilibrium. Three actions that can assist in the movement step include: persuading employees to agree that the existing situation is not beneficial to them and encouraging them to view the problem from a fresh perspective, work together on a quest for new, relevant information, and connect the views of the group to powerful leaders that also support the change.

A concise view of the new state is required to clearly identify the gap between the present state and that
being proposed. Activities that aid in making the change include imitation of role models and looking for personalized solutions through trial-and-error learning.

- Refreezing
This step needs to take place after the change has been implemented in order for it to be sustained over time. It is the actual integration of the new values into the community values and traditions. The purpose of refreezing is to stabilize the new equilibrium resulting from the change by balancing both the driving and restraining forces. One action that can be used to implement and make the change permanent is to reinforce new patterns and institutionalize them through formal and informal mechanisms including policies and procedures.

4). Lippitt’s Seven steps Change Model.
Lippitt’s phases of change model are on the individual rather than the change itself. It is an extension of Lewin’s three-step theory. Lippitt created a seven-step model that focuses more on the role and responsibility of the change agent than on the evolution of the change itself. Information is continuously exchanged throughout the process. According to (Lippitt, Watson, and Westley, 1958) The seven steps are:

- Diagnose the problem.
- Assess the motivation and capacity for change.
- Assess the resources and motivation of the change agent: This includes the change agent’s power and commitment to change.
- Choose progressive change objects: In this step, action plans are developed and strategies are established.
- The role of the change agents as facilitator should be selected and clearly understood by all parties so that expectations are clear.
- Maintain the change: Communication, feedback, and group coordination are essential elements in this step of the change process.
- Gradually terminate from the helping relationship. The change agent should gradually withdraw from their role over time. This will occur when the change becomes part of the organizational culture.

The change agents need the knowledge of how change affects people and understanding of the stages people go through in change.

• Denial: the coping skill of denial enables people to cope with difficult changes that they do not want to acknowledge. Change agents can help employees cope by helping them develop an awareness and understanding of the impending change. Ensuring that employees understand what is going on, acknowledging their concerns, and identifying benefits, change agents can help others progress to the next, more difficult stage.

• Resistance:

Gleicher formula: Dissatisfaction X Vision X First Steps >Resistance to change. If the product of dissatisfaction with existing practice, vision of new practice & Initial steps taken to address the initiative is greater than the resistance to change then the likelihood of success of any change process is very high. Leading change factor is “a feeling of dissatisfaction” and a “sense of urgency”. These may further be a consequence of inefficiencies observed in existing processes or the need to adapt, or change as per the existing business environment.

The Strategy for manage resistance to change is driven purely by nature of change needed.
The key elements of strategy include: Identifying the sense of urgency and prepare the vision for the future. Clearly, the change in this case has to be spearheaded by the top management where not only the vision is crystal clear but also the draft for first few steps to move towards a changed regime is ready for implementation.

Resistance will almost always be evident, at least at the initial phases of the change. Even individuals not directly affected may feel a keen sense of loss of control, and risk. By listening to their concerns and fears, and not taking any overt anger to heart, change agents can help reduce resistance and avoid potential roadblocks. Individuals resist change due to how the change is being handled, beliefs that the change does not make sense, uncertainty about the freedom of do things differently and lack of decision-making skills. Leaders consider resistance to their as a negative force creating unwelcome obstacles.

Musschoot (2004) claims that resistance is sometimes perfectly rational, rather than merely irrational and may be based on self-interest and even in the interest of the organization itself.

Resistance is so common that it is part of the change process which leaders need to know about and have ideas on how to deal with. It’s any conduct that tries to maintain the status quo in the face of pressure to change it.
De Jager, (2001) claims, the idea that anyone who questions the need for change has an attitude problem are simply wrong, not only because it discounts past achievements, but also because it makes us vulnerable to indiscriminate and ill-advised change. 

(Piderit , 2000) points out that what some leaders may perceive as disrespectful or unfounded resistance to change might be motivated by an individual's ethical principles or by their desire to protect what they feel is the best interests of the organization. Individual’s resistance may force management to rethink or re evaluate a proposed change initiative. 

(Folgers & Skarlicki, 1999) claim that not all interventions are appropriate as implemented the organization might be changing the wrong thing or doing it wrong, Just as conflict can sometimes be used constructively for change; legitimate resistance might bring about additional organizational change. Resistance can be seen as a positive asset. By challenging assumptions it helps stimulate the development of mutually acceptable goals. Instead of leaders simply announcing the goals they intend to achieve, resistance may modify it and in the process make it more realistic and acceptable. 

Coping with resistance could be done through:

- Weaken the apparent link between the change and the negative consequences. Individuals resist change because they see no personal pay off and because they believe they or something they value will be adversely affected.
- Dealing with resistance, means recognizing this and taking appropriate action (Muskroot, 2004).
- Ensure participation. Individuals prefer to act in terms of decisions, which they participated in, instead of in terms of decisions imposed upon them.
- Pay the price of change. Be willing to bear the risks inherent in creative innovation, suggests that alterations are desirable and reward managers for risk taking so they will commit themselves to change.

•Adoption: finally, the change begins to be accepted and positive statements are being made about the new way of doing business. Change agents can help foster this stage by keeping everyone in the communication loop. Change agents shouldn’t assume that because they past the resistance stage that communication can diminish. Communication is crucial during this stage since it is required to point out difficulties the change may have encountered during implementation. This demonstrates that the organization is willing to acknowledge when things don’t go exactly as planned and flexible to restore trust.

•Involvement: once demonstrable results are seen from the change, its worth, continuity, and value will become institutionalized. The destabilization resulted of change creates an entirely new set of problems, increasing job stress while possible adding to the actual workload. This institutionalization will result in a new state.
6) **Reasoned action and planned behaviour change theory.**

Ajzen and Fishbein. (1980) the theory of reasoned action states that “individual performance of a given behaviour is primarily determined by a person's intention to perform that behaviour.”

The task of managing change is complicated by the fact that leaders have to help their employees cope with change and the leaders also face their own coping challenges.

The leader performance in each phase of the lewin's change theory depends on the individual itself; this can be illustrated using the reasoned action and planned behaviour change theory.

According to Conner (1993), “The urgency of burning-platform situations motivates us to Sustain major change “. Two types of situation can generate this urgency: the high price of unresolved problems or the high cost of missed opportunities.” In these cases, the “burning platform” metaphor is frequently invoked to motivate change.

The theory of planned behaviour includes the concept of perceived control over the opportunities, resources, and skills necessary to perform the desired behaviour. This critical aspect of the behavioural change process is similar to the concept of self-efficacy, person's perception and confidence of his ability to perform the behaviour (to take action and persist in the action).

They explain subjective norms as the social pressure put on the individual to perform or not perform the behaviour in question. It is based on the premise that when faced with a decision to act, individuals make a systematic, rational use of available information in forming intent.

According to Ajzen (1980), intention also depends on the individual’s perceived behavioural control; the individual must find the behaviour in question under volitional control.

It is based on the premise that when faced with a decision to act, individuals make a systematic, rational use of available information in forming intent.

The theory of planned behaviour has been used primarily to examine individual intent, particularly as related to participating in self-improvement behaviours.

There are two major factors that shape the individual's attention. First, the individual's attitude (The beliefs about the outcomes of the behaviour and the value of these outcomes) towards the desired behaviour must be positive for change to occur. Second, the influence of the person's social environment is another factor that shapes the individual's attention. This includes the beliefs about the outcomes of the behaviour and the value of these outcomes of their peers and what they believe the individual should do as well as the individual's motivation to comply with his opinions of their peers.

Mindset is fundamental assumptions about reality. It's the filter through which you screen what gets drawn and interpret its meaning. In the context of the theory of reasoned action.

Senge (2001) explains the following characteristic represent different levels of how people organize.

The
smallest unit of organization is the individual. Individuals come together with other individuals and establish relationships. When a small collective of individuals come together, a group or team is formed. Multiple teams collectively create an organization. Multiple organizations form an industry. The five levels form a hierarchy.

Senge (2001) promotes the learning organization, his work helped legitimize this concept of mindset in organizations for leaders define the fundamental assumptions and core beliefs. The cornerstones of your mindset are the leader fundamental assumptions about reality and core beliefs about self, others, and life in general from which the leader experience his reality and perceptions. Mindset is comprised of a number of interdependent variables that collectively work together as one integrated system to form your view. Initially transforming their mindsets, leaders and employees enable each to generate and sustain new behaviours. Collectively, changes in leader and employee behaviour shift the organization's culture.

The new culture, the organization's collective new way of being, working, and relating, enables the organization's content changes (processes) to be implemented and run successfully, which enables the organization to achieve its new business imperatives.

The nurtures capacity for others to solve problems or find new ways, builds Shared goals, collaborates, provides opportunities to lead, and recognizes accomplishments

Leaders generate, share, and use relevant information to transform mindset; and seek clarity between their perception of reality and what is actually occurring. They support the evolution of mindset over time and account for human dynamics and reactions; plan for human transitions and create meaning that motivates and inspires people and assess readiness.
2.1.2 Analysis and Comparison of the Change Process Models.

This section of the study will compare the differentiating characteristics of each change model. Kotter’s (1995) on his change process model believes that change must be led, rather than managed. The work based on the transformational leader treats and other leadership models. It demonstrates the positive aspects of effective change and provides a significant structure for understanding the leadership challenge during major change.

Kotter (1995) 8-stage process change model provides unique process guidance, It list important topics requiring attention based mainly establishing a sense of urgency helps to get the organization needed for change.

Kotter’s methods are based on the top-down, command and control model. It sees change as being imposed by management to achieve decisiveness and control. That model weakness comes from that top-down demeans disrespects and de motivates employees.

The actors Involvement in this model are process managers or owners of various change exercises. This may vary across different levels of management and depending upon who has been assigned the charge of the activity, the actors may vary from one level to another.

Leadership in the N (top–down view of organizational change) change models sometimes flows from the personality of a high profile leader, who imposes his vision through new strategies, structures and systems. More often, it is vested in one who uses the legitimacy of their position to enforce the desired changes.

The normal support to use this N-model is that the leader cannot give the employee control of the organisations that would be anarchy.

Beside that, Bate (1994) calls this general approach “aggressive” It presents an attractive view of the world to many managers because it takes for granted management’s ability to exert its will on the organization. Its main appeal is that it can achieve some highly visible “quick wins,” in terms of shifts in strategic direction, and organizational re-structuring. It helps to overcome initial inertia and can be idealistic and seemingly offers a clear vision of management intent and match the expectation of key management for bold and decisive leadership.

It is usually built around a simple message and therefore reduces the feeling of ambiguity for managers and employee alike by setting out a clear vision of the way ahead and appearing which matches the expectations of some key decision makers for a bold style of leadership.

Lewin’s model is very rational, goal and plan oriented. It doesn’t take into account personal factors that can affect change. The model makes the change makes rational sense, but when implemented the lack of considering human attitudes and experiences can have negative consequences and consequently, leaders find themselves facing either resistance or little enthusiasm.
The model basic change model of unfreezing, changing, and refreezing structure suite to be a theoretical foundation upon, which changes theory, could be built solidly.

The power of Lewin's theorizing lay not in a formal propositional kind of theory but in his ability to build "models" of processes that drew attention to the right kinds of variables that needed to be conceptualized and observed.

The restraining forces may be present anywhere in the organizational set up; however, the area of concern would be the top management because though, the restraining forces at unfreezing, moving and refreezing lower level may be apparent they may not be instrumental in preventing the change from happening. So the actor's involvement here would be the top management with involvement from layers of middle and lower management.

Lippitt's change model is on the individual rather than the change itself. It is an extension of Lewin's three change model. Lippitt created a seven-step model that focuses more on the role and responsibility of the change agent than on the evolution of the change itself.

Self-efficacy is the most important characteristic of the Ajzen and Fishbein (1980) theory of reasoned action and planned Behaviour (belongs theories and models of human behaviour) and defined as having the confidence in the ability to take action and persist in the action. Self-efficacy must be present in order For theory of planned behaviour to be applied resulting in successful change.

Anderson's Transformation Change Process Model (2001) adds the knowledge of the concept of facilitative and mindset leadership within the N phase change model. It emphasize on self awareness and intra-personal dynamic is a source of the conscious approach.
2.2 RQ2: What are the Transformational Leader Common traits and Competences required For the Change Process Model?

This section provides a general description of some of the building blocks of good leadership within the change context. It approaches transformational leadership as part of organization change management practice.

The aim is to create further understanding of the leadership of change in terms of the leader role and the core competencies as effective change agent.

2.2.1 The Development of Competency and Transformational Leadership Concept.

According to (Kotter, 1990), Leadership is about coping with change. It focuses on change on long-term view; strategies that take calculated risks; and it focuses on people’s values and challenges the status quo. Leadership qualities are good at stirring other’s emotions, raising their expectations, and taking them to new directions. Leadership is best suited for instituting change.

The leadership traits (qualities-characteristics) approach posits key traits for successful leadership but does not make a judgment as to whether these traits are inherent to individuals, consistently distinguish leaders from followers or whether they can be developed through training. The leader should understand during the organization change that there are lots of ways in which people can lead and that no single universal set of characteristics is required.

The weakness of the traits approach, even beyond clarifying which characteristics are needed, is that it does not really offer any insight to the aspiring leader as to what leadership involves in terms of activities or behaviors.

The second approach emerged from the role of the leader called the leadership competency approach. Bolden, Gosling, and Marturano (2003) the competency approach has particular advantages that even when particular competencies seem to be demanding they are accessible to the individual and offer the prospect of being acquired through appropriate training and development opportunities.

Different patterns of behavior are observed and categorized as 'leadership style'. These concentrate on what leaders actually do rather than on their traits.

The term "leadership style" refers to a leader's behavior. Behavioral pattern, which the leader reflects in his role as a leader, is often described as the style of leadership. Leadership style is the result of a leader's philosophy, personality, experience, values and depends upon the type of followers and the organizational environment. It may help Individuals develop particular leadership behaviors but they give little guidance as to what constitutes effective leadership in different situations.

However, skills needed for a particular position may change depending on the specific leadership level in the organization. By using a competency approach, organizations can determine what positions at which
levels require specific competencies. The majority of organizations define leadership in terms of competencies and these competencies tend to be similar across organizations creating a common language of Competencies (Williams & Cothrel 1997). Yukl (1998) further defines competencies by including motives, cognitive skills, and Interpersonal skills to identify effective leaders.

Therefore, it was important that a transformational leader undertake the change by encouraging vision, inspiring change and to allow staff to feel they wanted the change to occur. A leader inspired followers by encouraging them to develop the change, share the vision and challenge the norm.

According (Covey,1992) The goal of transformational leadership is to transform people and organizations in a literal sense to change them in mind and heart; enlarge vision, insight, and understanding; clarify purposes; make behavior congruent with beliefs, principles, or values; and bring about changes that are permanent, self-perpetuating, and momentum building.

Burns (1978) transforming leadership is a relationship of mutual stimulation and elevation that converts followers into leaders and may convert leaders into moral agents. It occurs when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality. He proposed that there is a special power entailed in transforming leadership with leaders armed with principles that may ultimately transform both leaders and followers into persons who jointly adhere to modal values and end-values.

Bass (1985) developed Burns concept of transforming leadership in leadership where the leader transforms followers. Bass, however, deals with the transformational style of executive leadership that incorporates social change, a facet missing from Burns' work. For Bass transformational leaders may expand a follower’s portfolio of needs, self-interest, increasing the sense of importance and value of the tasks, stimulating them to surpass their own interests and motivate others to higher levels of personal achievement and raising the level of change to a higher level.

Parry (1999) Transformational change creates a new, confusing and uncertain situation to which leaders and followers are not adapted. As such, leaders are a critical element of the change process. The transformational leader is one who motivates followers to do more than they would normally be expected to do under the circumstances.

According to the literature, transformational leaders excel at the following:

- Reducing uncertainty during times of change, so that organisations can cope with change without confusion causing delays. This helps improve adaptability, a key element of transformational change.
- Involving people at a rational and emotional level. People cannot be revitalised unless the context in which they work changes, if not, and without the efforts of everybody, transformational change will fail.
Charisma is also cited as a key characteristic of transformational leadership. They must demonstrate desired mindsets and behaviours at all times, and act as role models that inspire and send a signal across the organisation that commitment to change.

Transformational leaders have the visionary abilities. Their ability to create a future state, to articulate successfully that state and its successful communication with the followers, with a lot enthusiasm work on achieving such a state, is in question.

Walton (1995) reduced leadership roles in major change to: building tolerance for ambiguity, building confidence in the advantage of change, re-examination of historic performance values, re-examination or redesigning informational systems and data bases.

Developing trust is essential for managing transformational change because trust is necessary for risk-taking, and personal risk-taking is integral to organisational change. Transformational leadership views the leader as a change agent and addresses the interaction between leader and followers.

Tichy and Devanna (1986) came to certain characteristics which, according to their estimation, differentiate transformational leaders. It is about qualities of the agents of change. Transformational leaders create adaptive, entrepreneurial, innovative and flexible organizations. Their personal and professional image makes it possible for them to successfully lead people in such an environment, and to stimulate changes and to realize them successfully.

Hooper and Potter (1997) extend the notion of transformational leadership to identify additional key competences of those able to engage the emotional support of their followers and thus effectively transform change which includes setting direction, communication and the leader as a change agent.
2.2.2 The Emerged Researcher Approach of Competency and Transformational Leadership Concept.

Yukl (1998) acknowledges that not only must there be flexibility in the competencies drawn upon, but that future leaders will require higher skills level and new competencies due to a rapidly changing environment. Leaders must be able adapt and develop new competencies to stay ahead of competition, this leads the leader to consider searching for new competencies. Quinn (1996) suggests that there are more than one leadership models in terms of facilitation, director and mentoring encompassing different Competencies. Rather than support one particular model, he suggest that competencies in all models can have both positive and negative effects and, therefore, to concentrate on specific competencies only is to lose sight of when other competencies may be more appropriate or effective. Therefore, rather than concentrate on the same competencies.

Quinn suggests that, the key to effective leadership in the future is to utilize more than one model. And leaders should use the term of ‘behavior complexity’ to describe this ability to use competencies from different Models as the situation dictates.

Woodruff (1991) supports the behavior complexity as of a generic list, where for differing tasks, the core and peripheral competencies will change.

Branding requires having identity differences that are meaningful for your followers and projecting leader differences. Branding is communication and that it deals with what happens in other people’s minds.

’Who you are as a leader’ is your brand because you can’t be everywhere; the brand will carry your message.

The leader role is to bridge the management communication gap between business strategies initiated by top management and people and processes in the organisation.

Identify what it takes to be an effective leader to guarantee organization change success. The results are the proof of the leader internal leadership-value proposition.

Translate statements of effective leadership into measures for both behaviours and results. Definitions of competency must be operational zed as behaviours that can be observed and measured.

Leaders must make sure that their leadership brand does not come into conflict with the organization's branding, unless they are trying to radically change the organization, any leadership efforts you put into place cannot come into conflict with the organization's identity in the mind of best stakeholders.

From the above discussion of the transformational leadership concept it is entirely legitimate to choose a leadership approach and model that fits with the leader own personal view of leadership during change and his internal leadership-value proposition.
Leadership is actually a definable skill, analysing the leader’s actions, employees, and broken it down for the benefit of the organization change situation, is a way to determine how leadership worked. The leader could be considered effective when he is successful in maintaining internal stability and external adaptability while achieving its goals. Transformational leaders can adapt their leadership style to the needs of the change situation and make a balance between goings with the flow and adapt themselves to the environment. The proposed model contains elements can be adapted and grafted onto others to offer the leader an approach to being a leader that is comfortable and compatible with his individual resources. My approach emerged from following core beliefs, and two models that provide a major contribution towards transformational leadership:

1. The role of the leader as a change agent and focused on the organization change challenges.
2. Contemporary Definitions of Leadership linked to the change process models.
3. Collective, various and take in consideration individualized characteristics.
4. Branding requires having identity differences that are meaningful for your followers and projecting leader differences. Branding is communication and that it deals with what happens in other people's minds.

The contemporary leadership definitions addressed in my study do not define effective leadership in terms of the power to persuade the leaders to do things a particular way. Instead, it helps leaders to have insights to address these issues in order to stay ahead of the competition and compel the ideas that fit their needs. Leadership is characterized by a reciprocal process of setting goals and creating ways to reach these goals. Leadership models help leaders to understand what makes them act the way they do. The ideal is not to lock the leader in to a type of behavior discussed in the model, but to realize that organization change situation calls for a different approach or behavior to be taken.

Drath (1998), the proposed models try to demonstrate a way to give insights on Do the leader actions mirror authenticity, a clear brand and build followership. Leadership models help leaders to understand what makes them act the way they do.

The ideal is not to lock the leader in to a type of behavior discussed in the model, but to realize that organization change situation calls for a different approach or behavior to be taken. The two models are:
● Kouzes-Posner Leadership Competency Challenge Model (based on the approach that competencies enable competent performance, and which competencies will be relevant for leaders to be effective in the future, the Kouzes and Posner’s (1995) practices and behavior in terms of leadership skills and competencies are addressed under).

● Avolio and Bass Transformational Leadership Style and Behavior Model (based on the approach that transformational is more likely to provide a role model with which subordinates want to identify. The (Avolio & Bass (1994) focuses on individual consideration on changing followers motives when undertaking organizational change.)

2.2.3 The Role and Competencies of the Leader as a Change Agent

The change agent is the leader responsible for organizing and coordinating the overall change effort and understands the directional changes based on their characteristics and promote the change process. Change efforts often require a leader who continues to build and sustain strong enthusiasm about the change and ensures that the change effort stays on schedule by ongoing provision of resources and training (Carter McNamara, 2005).

The search about what makes transforming leaders a change agent can be approached through the following: First, a change agent recognizes the need for change. Second, a vision is created be the change agent. Finally, the vision is institutionalized (North house, Peter, 2004).

Weber (1947) Transformational change based on visionary energetic leadership. Visionary leader has a clear idea of what he wants to do professionally and personally and the strength to persist in the face of setbacks, and failures. Visionary Leaders motivate, and challenge their employees to achieve the vision. They have the passion to communicate vision, originate and challenges the status quo, empower followers to value change, and give inspiration to others.

Bennis (1994) identified three basic ingredients of leadership: guiding vision; passion; and integrity to build and gain trust. He also developed some of the different qualities of a leader’s place considerable value on visionary leadership as a tool for organizational change.

Change agents by nature are leaders, but not all leaders are change agents. A change agent is someone who sees the need for positive change, is willing to champion the cause and motivate people to see the benefits of change. By nature, change agents are risk takers and leaders who look outward and into the future. A change agent will challenge the status quo.

Change agent has a vision and knows how to communicate this vision. Like managers, a successful change agent will also look inward to understand their organization and employee culture in order to achieve change.
A change agent will get everyone involved and has a willingness to engage diverse constituent groups (Bryman, 1992).

Leaders challenge their employees to achieve the organization’s goals by creating and communicating a compelling attractive vision of the future and then unlocking their employee’s potential.

The most significant difference between a leader and a change agent is in how they approach the challenges they are facing when faced with a significant challenge, a leader must rise up to the task.

They do this by drawing from their own values and capabilities, operating in the fundamental state of leadership (Quinn & Robert, 2005).

The leader defined as operating in a “normal state” of leadership and a change agent as operating in a “fundamental state” of leadership, here is how the two might differ:

Table 1: Normal and Fundamental State of Leadership (Source: Quinn & Robert, 2005)

<table>
<thead>
<tr>
<th>Normal State of Leadership</th>
<th>Fundamental State of Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comfort Centered: stick with Results what I know</td>
<td>Centered: venture beyond the familiar</td>
</tr>
<tr>
<td>Externally Directed: comply with others</td>
<td>Internally Directed: behave according to own values</td>
</tr>
<tr>
<td>Self-Focused: my interests come before others</td>
<td>Other Focused: Collective good comes first</td>
</tr>
<tr>
<td>Internally Closed: block external stimuli and stay focused on the task</td>
<td>Externally Open: learn from environment and recognize when there is a need for change</td>
</tr>
</tbody>
</table>

The fact is managers, leaders and change agents all share some similar characteristics. At the same time there are some clear differences between these individuals, both in the traits and skills they employ.

However, it is the context within which they each work, the expectations others have of them and that they have for themselves, which distinguishes change agents from others.

Kotter (1995) each leader has a span of influence. Within that span he has opportunities to be change agents.

Bryman (1992) Transformational leadership involves the leader raising the follower’s sense of purpose and levels of motivation. The aims of the leader and the followers combine into one purpose, and the leader raise the follower’s confidence and expectations of themselves.

Transformational leaders look after initiatives that add value o be a leader, one has to make a difference to an organizational change management and facilitate positive change (Durbin, 1998).

Change agents with collaboration and participative leadership styles are keys for change success it is difficult to succeed without a degree of collaboration. The leader who empowers and affirms while
building bridges among differences chooses the collaborative way.

According (timothy stagich, 2001) leadership affirms the identity and appreciation of employee. Yet is able to transcend the differences among them to collaborate and resolve problems. Collaboration is a purposeful relationship in which all parties strategically choose to cooperate in order to accomplish a shared outcome. Because of its voluntary nature, the success of collaboration is dependent upon one or more collaborative leader's ability to maintain these relationships.

leader's needs to interact in a collaborative communication way on a daily basis making decision based upon the critical consideration of diverse points of view. They must find ways to create enough synergy in collaborative groups to solve problems and generate dynamics results from complex data to move organization.

Effective collaborative leaders have a shared vision right from the start. They sustain the momentum and attend to the management details of the collaboration and engage the perspectives and addressing the process needs of each individual partner in the work of the collaboration to secure commitments from all participants. They make the collaboration a regular item on employee's schedules and develop clear roles and responsibilities for participants even if these roles and responsibilities regularly shift among employees.

Costa and Garston (2002) Coaching is a process that enables learning and development to occur and thus performance to improve. To be a successful a coach requires knowledge and understanding of process as well as the variety of styles, skills and techniques that are appropriate to the context in which the coaching takes place.

The transformational leaders are proactive in many different and unique ways. These leaders attempt to optimize development, not just performance. Development encompasses the maturation of ability, motivation, attitudes, and values. Such leaders want to elevate the maturity level of the needs of their associates (from security needs to needs for achievement and self-development).

They convince their associates to strive for a higher level of achievement as well as higher levels of moral and ethical standards. Through the development of their associates, they optimize the development of their organization as well high performing associates build high performing organizations.

The change agent should understand the political game and be part of the organizational during change. Leader should focus on individual factors, being flexible, sensitive to the feelings of others, tolerant of conflict, and in control of their ego and emotions.

It's all about managing politics and the power of influence. Power is the potential ability to influence behavior, to change the course of events, to overcome resistance. It's the capacity that the leader has to influence the behavior of others so that they act in accordance with the leaders wishes.
According to (Jeffrey pfeffer, 1992) it’s not what you do but who you know. Knowing the power of various organizational members and subunits is important, and so understands whose help you need in order to achieve your goals."
The leader receives his power from his position in the formal authority hierarchy of an organization and his individual's personality style and traits.
The transformational leader style and power are complements. The leader focuses on goal achievement, influences down word and requires goal compatibility with followers. He uses the power to influence upward and research focusing on power tactics for gaining compliance.
Organizational politics involves intentional acts of influence to enhance or protect the self interest of individuals or groups.
Political tactics are the ways in which the leader translates power bases in to a specific influence approaches. This includes developing a base of support and forming power coalitions with strong allies based on a combination of association with influential people, obligation and Impression management.
Jones and Pittman (1982) Strategic impression helps in the attainment of some interpersonal goal Leaders engage in strategic impression management to “tilt” social outcomes in a favourable direction.
Impression management is the process by which people attempt to control or manipulate the reactions of others to images of themselves or their ideas so it’s simply getting others to see the person in a certain manner.
Zaccaro and Deanna (2004) Leaders are coming to recognize that they need to develop adaptability to be effective. The process of developing adaptability begins with learning and practicing three types of flexibility cognitive, emotional, and dispositional. Cognitive is the ability to use a variety of thinking strategies and mental frameworks.
Emotional is the ability to vary one’s approach to dealing with one’s own emotions and those of others
Dispositional (personality) is the ability to remain optimistic and at the same time realistic
Leaders must exhibit two of the three characteristics to be perceived as adaptable. Scoring high on all Three components indicate that a leader is highly adaptable.
Goleman (1998) stated that emotional intelligence is a learning ability and refers to the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships.
Adaptability can be developed. The more positive experiences that leaders have with change, the More they become comfortable with and skilled at adaptability.
Truly effective leaders are also distinguished by a high degree of emotional intelligence, which includes self-awareness, social Awareness, relationship management, and self-Control (Gosling & Burg, 1998).
Emotional intelligence consists from self-awareness, social awareness, relationship management and self-control.

- Self-awareness where accurate self-assessment and knowing one’s strengths and limits. Provides a strong sense of one’s self-worth and capabilities
- Social Awareness where reading the currents, decision networks, and politics at the organizational level.
- Relationship management where guiding and motivating using a compelling vision, developing others and initiating, managing and leading in a new direction, teamwork and collaboration
- Self-Control: Controlling disruptive impulses and emotions, a flexibility in adapting to changing situations

Goleman (2000) stated that self awareness knows one’s internal states, preferences, resources and intuitions. Transformational leaders should increase self-awareness and develop his own self-awareness so that he can build on his strengths, and develop a style that suits him.

Bennis, (1994), stated leaders are originals and not copies. To be an original, a leader must know and understand what and who he is. To become a leader, then, you must become yourself; become the maker of your own life.

“The more you are like yourself, the less you are like anyone else, which makes you unique.” Walt Disney.

Effective leaders and executives, frequently coached by psychologists, have expanded their leadership styles to become more flexible and capable of leading the organization into new directions (Goleman, 2000)

Consultants increase the alertness mindfulness of executives to identify even weak signals that may foreshadow problems and the need for change.

Coutou (2003) with training provided by psychologists, they encourage leaders and organizations to learn from mistakes, create environments that are based upon the complex nature of change, and encourage divergent thinking change.

Being an authentic leader means ensuring that one’s values are aligned with leadership behaviors. They manage change without compromising their values, beliefs, or personality despite the challenges of change.

Authentic leader maintains consistency between words and deeds and communicate a consistent underlying message. Authentication is central to trust, and without trust the leader can not lead the change in the organization.

Leadership image is mainly created by leader’s personality, behavior, and communication style and formulated by employee interpretation.
Each leadership factor that reflects a positive or negative image is also tied to specific behaviors. That means with awareness and practice, you can change your behavior and improve your leadership image.

They not only inspire those around them, they bring people together around a shared purpose and a common set of values and motivate them to create value for everyone involved.

According to (Bill George, 2006), Authentic leaders usually demonstrate these five traits:

1. Pursuing their purpose with passion.
2. Practicing solid values.
3. Leading with their hearts as well as their heads.
4. Establishing connected relationships.
5. Demonstrating self-discipline.

Many leaders, however, believe they face major obstacles to remaining authentic because of the need to maintain an “executive image.” The pressure to show self-confidence even during times of insecurity is a major impediment to remaining authentic.

According (Criswell & Campbell, 2008) often, successful people have defined their image more narrowly than they need to. They unnecessarily put tight limits on themselves, trying to maintain a powerful facade. Revealing one’s personality and humanness is a better sign of effective leadership.

Leadership image is mainly created by leader’s personality, behavior, and communication style and formulated by employee interpretation. Each leadership factor that reflects a positive or negative image is also tied to specific behaviors. That means with awareness and practice, you can change your behavior and improve your leadership image. The effective leader enhance his image by taking care of his image perceived by the employee then decide to present his image to the way he see it fit and do his best to develop the skills to close the gaps.
2.2.4 Transformational Leadership Models during Organization Change
The following will address the two models in details:

- Kouzes-Posner Leader ship Competency Challenge Model.
- Avolio and Bass Transformational Leadership Style and Behavior Model.

(1) Kouzes-Posner Leadership Competency Challenge Model.
Kouzes & Posner (1995) define leadership as the art of mobilizing others to want to struggle for shared aspirations and emphasize the concepts of internal motivation of followers. The challenge model is about the practices leaders use to transform values into actions, visions into realities, obstacles into innovations, and risks into rewards. The model is a values leadership, because asking people to undertake a risky journey depends on your credibility, as they rightly argue, which in turn depends on leader’s values. Moreover, the changes advocated by such leaders generally entail a shift in cultural or personal values. Leadership involves changing an organization’s culture, its challenge, and clearly a journey with a defined destination. The leader has to first be clear about a set of values and beliefs that will guide him, and then he needs to set a personal example. The practices and behaviors of effective leadership proposed in are derived from data spanning, from exemplary leaders and constituents. The data was collected through leadership experience surveys, as well as personal interviews, which then led to the development of the Leadership Practices Inventory (LPI) enabling the measurement of leadership practices. Kouzes & Posner Leadership Challenge Model based on mainly three assumption learning and relationship and power of authority.

- The assumption of learning, based on leadership is a set of skills and abilities. If the individual has the desire to practice, which is really critical, and the proper coaching, he can significantly improve his ability to lead over time.
- The second assumption is leadership is about relationships. True understanding comes from the dynamics between leader and constituents, between those who aspire to lead and those who choose to follow. It focuses on the practical aspects of leadership and motivation. Credibility is the foundation of leadership. The values leader must demonstrate values that prospective followers admire and which motivate them to trust the leader. Through the journey of organization change, followers need to believe that the leader is the sort of person who consistently delivers on promises.
The third assumption states that it is a myth that leadership is associated with position. Values leadership necessarily involves occupying the top position in a hierarchy or formal position of authority.

Essentially, Kouzes and Posner demonstrate that at their personal best, exemplary leaders engage in five fundamental practices, each being composed of primary commitments. The leaders challenge the process by searching for opportunities to go against status quo methods and means by experimenting and taking risks. Such leaders inspire a shared vision by envisioning a future which is significantly and meaningfully different than the status quo and enlisting others in the shared vision. They enable others to act by fostering collaboration and strengthening (i.e. empowering) others and model the way by setting the example and planning for small but powerful wins. The leaders encourage the heart by recognizing individual contributions, celebrating accomplishments and better seen as combination of leadership and managerial actions, since the same individual might initiate a change in direction (leadership) and then, managerial to implement the change.

However, all organization change journeys need to be consistent with the fact that all organizations have two tasks – to deliver today's results and creates future opportunity. Two separate tasks call for two separate functions, management and leadership. It helps to see them as functions rather than as people or positions.

The (Kouzes & Posner, 1995) Leadership Challenge explores five fundamental practices based on their research in effective leadership; within these five practices behaviors, commitments, characteristics or traits common for admired successful leaders are viewed and analyzed:

**Challenge the process.**

The leader should find a process that he believes needs to be improved the most, being a leader entails initiating "a change from the status quo" Leaders search for opportunities to innovate, grow, adapt to the organization needs and learn from the accompanying mistakes.

**Inspire a shared vision.**

Leading viewed as a journey, vision is simply the destination you want employees to join the leader in pursuing. The word vision is reserved for ideas. Leaders cannot expect to be followed if they have no idea. Having better idea, only counts as a vision if it is long term and if it paints a picture of a rather magnificent future. Enlist employees in a common vision done by appealing to their values, interest.

The leaders believe passionately that they can contribute important things; they visualize the future creating an ideal and unique image of what the organization can end up being.
Enable others to act.
Give employees the tools and methods to solve the problem. And enable them to act by strengthening individual capacity, giving them the choice and fostering collaboration.
The leaders promote the collaboration and they build lively teams and are involved actively with the employees and strengthen others by sharing information and offering options and this way they get each person to feel capable and powerful

- Model the way.
When the process gets tough, get your hands dirty. A manager tells others what to do; a leader shows that it can be done by creating opportunities to reach success. Leaders' deeds are far more important than their words. Exemplary leaders go first by setting the example through daily actions and short wins that demonstrate they are deeply committed to their beliefs and shared values. The leaders create standards of excellence and constitute themselves in examples and models. They establish the values on how the colleagues or the clients should be treated, how the goals should be reached, they alleviate the bureaucratic issues that undermine the real action.

- Encourage the heart - Share the glory with your followers' hearts, as well as recognizing individual contributions to the team success, while keeping the pains within your own. To maintain alive the hope and the determination the leaders recognize the contributions that each person makes and their achievements in such a way that each person can feel as a true hero.
2) Avolio and Bass Transformational Leadership Style and Behavior Model.

The (Avolio & Bass, 1990) study provides a starting point for change leaders by identifying the components of individual consideration, inspirational motivation, idealized influence and intellectual stimulation change.

The model is developmental, involving the diagnosis of the followers needs for growth in order to engage that follower in true commitment and involvement, providing the mentoring or coaching to meet those needs and to expand their potential.

It focuses on transformational leadership not only on the behavior of leaders, but also about the perceptions of what employee needed in a leader, such leaders set expectations that were more challenging and typically achieved better performance.

The model includes transformational leadership in teams. They note that teams only work well when certain environmental factors are adequately provided. This includes: culture, communication and clarity of mission and task. The study reported that the transformational leader emerged through conditions that set the stage for the growth of a leader. Mainly, the role of experiences that shaped various leadership challenges; and events that were unique to an individual leader's development throughout the change. They introduced the term “transformational leadership. Transformational leaders do more than discuss performance expectations and rewards. They behave in ways to achieve superior results by employing one or more of the “Four I’s”: Idealized influence, Individualized consideration, Intellectual stimulation and Inspirational motivation. These terms are applied against a full-range model of leadership styles.

The transformational leader is seen to be with the following competencies: visionary, inspiring innovation, team-oriented and learning-oriented.

The authors focus more on the transformational leaders, with a team building and composition traits. Transformational leaders emphasis on mentoring, coaching and charismatic in their perceived self-definition and mentor others to become likewise, particularly through delegation.

The authors are also mindful of the need for a good team leader. They include the following traits:

- Knowledge of group process.
- Ability to think and react decisively.
- Ability to articulate a position clearly and succinctly
- Competence in the subject area
- Sensitivity to group trends and needs

The optimal profile is characterized by the presence of certain qualities of transformational leadership. They are the leaders' qualities contained in appropriate transformational abilities of leaders and in certain
attributes which are assumptions for the use of leaders' skills and for successful performance of leader jobs.

The actors involved in this model are leaders in the initial phase and the process heads to kick start the change. The process, as it moves further, will call for extensive participation.

Avolio and Bass (1994) provided a framework in which there were the "Four I's" or principles of transformation leadership where the greatest potential gains in commitment, motivation and performance are expected.

1) Individualized consideration (attributed and behavior).
Transformational leaders demonstrate how to identify the best possible ways to develop followers. They paid special attention to an individual’s need for achievement and growth by acting as a coach and mentor. The leader effectively listened to individuals and delegated tasks to develop followers and monitor them to check if the followers needed additional direction or support, to assess progress and remove unnecessary blockages that inhibited the development of followers and optimum performance. Followers were developed to successively higher levels of potential. New learning opportunities were created in a supportive climate, and individual differences in needs and desires were recognized, two-way communication was encouraged, and “management by walking around” was practiced and interactions with followers were personalized.

2) Intellectual stimulation.
The degree to which the leader challenge assumptions, Leaders with this treat provided reasons and methods for people to change the way they thought about problems and a good leader stimulated the thinking of followers and was open to and stimulated by their reasoning and ideas. They stimulated and encouraged their follower’s efforts to be innovative and creative by questioning assumptions, re framing problems, approaching old situations in new ways and accept challenges as part of their job. The leader’s vision provides the framework for followers to see how they connect to the leader, the organization, each other, and the goal. Once they have this big picture view and are allowed freedom from convention they can creatively overcome any obstacles in the way of the mission.

Followers were encouraged to try new approaches, and their ideas were not criticized if they differed from the leaders. Thus, it may appear the possibility to get new and creative ideas for solving problems from the followers. If the ideas and the solutions of problems suggested by followers differ from the ideas represented by leaders, the followers are not criticized, nor are the leaders’ ideas imposed at any cost. The intellectual stimulation together with individualized consideration builds character and organizational skills through caring leadership behaviors that coach the challenge.
3) Inspirational motivation.
It’s the ability of transformational leadership, which qualifies a leader as a figure, which inspires and motivates the followers to appropriate behavior. Transformational leaders should, therefore, behave in such a way, which motivates and inspires followers. Such behavior includes implicitly showing enthusiasm and optimism of followers, stimulating team work, pointing out positive results, advantages, emphasizing aims, stimulating followers. In the conditions when transformational change is being conducted in an organization, the leader has the task of clear and continuous stimulating others to follow a new idea. Leaders’ energies followers by examples they set, visions they espouse and the enthusiasm, team work stimulation and optimism were displayed. The leader involved followers in envisioning attractive future outcomes and clearly communicated expectations that followers wanted to meet by demonstrating commitment to goals and the shared vision. A leader’s level of inspiration was strengthened through personal accomplishments, and the development of communication skills. Leadership performance emerged when leaders broadened and elevated the interest of their followers. Leaders generated awareness and acceptance among followers of the mission of the group, and moved their followers to transcend self-interest for the good of the group.

4) Idealized influence.
Transformational leaders developed referent power and influenced their followers by showing respect for others and by building their confidence and trust in the overall mission. Followers identified with these leaders and wanted to emulate them. Leaders behaved in ways that made them role models for their followers and shared risks with followers and earned credit by considering the needs of others over their own; they were consistent rather than arbitrary. They demonstrated high standards of ethical and moral conduct and avoided using their position and leaders' abilities to achieve personal interests, but they direct them to use the potentials of their followers and to achieve the aims of organizations. In fact, they used their power only when needed. In other words, the transformational leaders who possesses idealized influence and who represents become "The Roles Model" to his followers. The followers, namely, try to imitate the leaders with idealized influence. Hence, the greatest success of leader who reached a high Level of confidence and appreciation with his followers is that his followers begin to imitate him. Thus, his effort to conduct radical change, the organization encounters confirm and support with the employees.
2.2.5 Analysis and Comparisons of the leadership Models.

Both leadership models support the idea that leadership skills can be learned, through observation, skill development, and experience.

Kouzes and Posner (1995) share the idea that leadership can be developed, taking into account the relational process between leader and followers. As well, they have developed inventories for not only self-evaluation of leadership skills, but feedback from the follower.

Transformational leadership has been found to correlate with higher employee satisfaction, and, more commitment to the organization and organizational goals, and more success for the entire organization.

Kouzes and Posner (1995) the third assumption states that it is a myth that leadership is associated with position. Values leadership necessarily involves occupying the top position in a hierarchy or formal position of authority. This assumption is a criticized for associating leadership with a position this why Kouzes and Posner model must therefore be saying that lower level managers can show leadership in addition to senior managers.

Avolio and Bass (1994) proposed the idea of vision, which is a central construct of transformational theory. This vision is an overarching mission of both the current state and future of the organization.

Having a vision for the organization means constructing the ideal future of the organization, taking into account the current state, leader's goals, followers' goals, resources, and mission. As well, they believed that in order to be a leader, there must be a commitment to raising the morality of both the leader and the followers, with the best interests of all considered.

The model treats each follower as an individual that provides coaching, mentoring and growth opportunities. This approach not only educates the next generation of leaders, but also fulfills the individuals' need for self-actualization, self-fulfillment, and self-worth to further achievement and growth.
2.3 RQ3: What is the impact Of Organization Culture on Transformational Change Success?

This chapter contains a review of the literature related to organizational culture including several studies of organizational culture. It will focus on understanding the culture concept and the role of culture and communication on change success using complementary models and frameworks.

2.3.1 The Importance of Organization Culture and Communication on Change Process

Adler and Bartholomew (1992) have suggested that leaders will need competencies for a global environment, such as understanding the business from a global perspective, adaptation to foreign cultures, and the ability to collaborate with foreign colleagues and where the ability to interact effectively and openly with other cultures was identified.

Organizational culture is not a vision or value statement developed by a senior management. It goes deeper than the words used in its mission to imply structural stability and integration.

It consists of the underlying values, beliefs, norms, styles and principles that define an organization’s management system, as well as the firm’s management practices and behaviours that reinforce those principles (Northhouse & Peter, 2004).

Culture starts with leadership, is reinforced with the accumulated learning of the organizational members, and is a powerful set of forces that determine human behaviour.

Leaders that attempt strategic change without considering organizational culture have risk failure. However, when culture is not aligned with strategy then culture wins every time.

“Culture eats strategy for breakfast“, Mark Fields, President of Ford the Americas, WSJ 23/01/2006.

Both culture and strategy are tightly intertwined and focusing on one of them to the detriment of another will not bring the results leaders need. Change almost invariably means consciously reformulating what your desired culture should be and planning the migration towards it so, if strategy and culture reinforce each other, employees find it natural to be committed to the strategy.

Transformational change always affects the culture of the organization, so the greater the cultural bias against the change, the greater the resistance is likely to be. There is no one right culture for an organization.

To understand the culture of any organization involves decoding and identifying the different subcultures and how the subculture interplay and influence organization decisions making and employees behaviour.

Most organizations, in their many parts are characterized by several cultures at once, and it is critical that leaders and individuals understand where these different cultures exist, how they work together and how they clash.

Often there is a discrepancy between what an organization strives to achieve, and the beliefs and values actually displayed. Culture values should be aligned to a common purpose and goals.
Leaders must design and implement the transformation process based on the desired culture's norms, even when this causes conflict with current norms.

Kotter and Heskett, (1992), show that there is a positive relationship between the strength of a business culture and its performance.

Organization culture sometimes referred to as the organization's DNA. Because the human capital element is such a large part of any change, fostering a positive DNA that encourages employee engagement in the business and encourages flexibility during times of change is the way of change successes. Leaders should integrate organizational change initiatives with cultural and human initiative.

When the management of a company decides to merge with another company, rarely checked, the cultural aspects: the company's philosophy or style, its technological origins which might provide clues: to its basic assumptions, and its beliefs about The ways of looking at organizational culture originally come out of anthropology. Here are some aspects of culture (Aiman & Smith, 2004).

- Behavioral: Culture is shared, learned human behavior, a way of life.
- Normative: Culture is ideals, values, or rules for living.
- Functional: Culture is the way people solve problems of adapting to the environment and living together
- Mental: Culture is a complex of ideas, or learned habits, for social control
- Structural: Culture consists of patterned and interrelated ideas, symbols, or behaviours.
2.3.2 Organization Culture and Communication on Change: Merger and Acquisition.

The greatest barrier to successful integration is cultural incompatibility. The poor performance of many mergers can often be explained by the failure to understand the depth of cultural misunderstanding that may be present (Schein, 1997).

Identifying cultural compatibility is one of the most important considerations in the assessment of the mergers. The integrated mechanisms of organizational culture can be influence on its performance in terms of organizational direction, employee involvement, strong culture and norms and expectation.

Elsass and Veiga (1994), based on acculturation theory the organizational change in the case of merger involves combing two distinctive organizational cultures or imposing one over the other. Therefore, employees, especially from the acquired firm, are likely to experience significant stress and tension in interacting with and adjusting to a new organizational culture.

The predicted outcome is acculturative stress and resistance intros organizational tension and conflict. The aim is to reduce the acculturation tensions and conflicts when organizational members desire to maintain their separate culture is strong and, at the same time, the forces of organizational integration are also strong, which is a typical condition for most mergers. It also suggests that these stresses and tension may lead to resistance to acculturation and the way to avoid it is through fostering multiculturalism

Multiculturalism or integration is two ways to avoid culture collision. Multiculturalism, in which both organizational cultures are equally valued recommended as a useful approach, especially when both organizations have strong and distinctive cultures.

Integration is about developing a new culture form both former cultures of the partners that include the best elements from both organizations.

Hampden and Turner (1990) culture is a pattern of basic assumptions invented, discovered or developed by a given group as it learns to cope with its problems of external adaptation and internal integration that has worked well enough to be valid and to be taught to new members as the correct way to perceive, think and feel in relation to these problems, culture unite the members of an organization. Reflects employee’s views about the way things are done.

Conducting organizational culture assessment will help on employee development and organizations aware to leverage the performance strengths of their corporate cultures.

The culture assessment is a broad measure of the dynamics, and characteristics of an organization it uses the gap analysis to design tools and processes to create and guide cultural change and employee satisfaction (sometimes called climate) to measure the manifestations of corporate culture interacting with outside forces.
Satisfaction surveys measure how individuals feel about the company (compensation and management practices).

A healthy culture will generally create a higher level of employee satisfaction. Culture measurements look at some of the same attributes, but go one step further to measure Change Orientation, Conflict, Diversity, Innovation, and Trust. In one sense, satisfaction surveys are a subset of a true culture assessment.

Organizational culture assessment measures how those factors affect the organization (as opposed to the individual) and its capability to achieve its objectives. At the center, the assessment attributes competencies or skills to individuals, and capabilities to organizations. A capability represents the organization’s ability to deliver a valuable business outcome.

The transformational leaders will be able to focus on two key areas of organization change during mergers, when these two are strongly linked, new corporate knowledge can facilitate consolidation:

- Integration Preparation (Culture assessment and selection)
- Due Diligence.

A clear understanding of organizational culture and cultural compatibility is critical to long-term merger success. Cultural Integration is one aspect of the integration process. It’s necessary to initiate cultural assessment during due diligence.

Cultural Due Diligence (CDD) it’s structured and well thought out change process for creating sustainable cultural changes. CDD created to not only assessing and analysing organizational culture but for integrating and transforming cultures.

Integration planning, which takes cultural factors into account, should coincide with the initiation of due diligence.

This cultural due diligence assessment should be made before the merger deal with the target company is finalized, to avoid culture clashes that diminish the potential of the deal.

Leadership communications plays a role in communicating change as well as in reinforcing organizational culture. Planning communications in advance is essential to developing a leadership message that is consistent with the culture during a transformational effort.

Leadership message emerge from the leader credibility and ability to motivate employees for change and gain their trust.

This message affects the transformation vision of an organization. Leaders need to prepare employees for coming changes rather than springing the entire change initiative on them with a single message.

Communication strategies should affirm the vision, mission and values of organization to assure change success. Have the transformational change initiatives messages to direct and prepare employees for the
actions guarantee their alignment with the organization.

In preparation for any change it is critical to create a well-planned communication strategy that has four primary considerations: audience, timing, mode, and message.

Harris and Moran (1996) state that when communicating in a multicultural environment it is important to remember that the message that counts is the one the other person gets or creates in their mind and not the one that was sent originally. However, communication is at the leading edge of change and adds a value through more flexibility, better quality decisions, and more motivated workforce. Communication should be reinvented so that it can be used for strategic advantage through aligning attitudes, sharing knowledge and managing information.

The role of leader communication is to move employee toward action and having employees do things that will help an organization to reach its change objectives.

Furthermore, the leader must plan their future communications to reinforce the message over time and create further buy-in through openness, trust, motivate and supportive organizational climates, and through sharing power.

The leader message should be resonate; the elements of raising awareness are relevant to leadership communications: difference, simplicity and clarity. Leadership generates a creative tension between the vision for the future and the current reality. This must create an imperative for change and successful integration that depend upon individuals and their collective actions.

The three major variables the leader takes in consideration when evaluating organization communication processes during change:

- **Flow**: how information and feedback moves through the organization to its employees. The leader objective is to be able to measure some behavioral change due to change. This done by:
  - Aware: employees have general awareness of the issue.
  - Inform: employees up to date on issues involved.
  - Understand: employee have full understanding of the issues and implications.
  - Accept: employee accepts the validity of the issue.
  - Intent: employees have decided to take action.

- **Content**: the type of message communicated and how it is targeted to specific based on audience attitudes, information needs and media preferences. There is a connection between current communication efforts and the change mission of the organization.

- **Impact**: the results produced by communications efforts.
According to Allot and Alain (2005) Communication is a dynamic and continuous process occurs in a context of events. The communication message should be:

- **Significance**: Messages are about big issues resulted from the change. It reflects the present and future of the people and organization performance.
- **Values**: Messages reflect vision, mission, and culture.
- **Consistency**: Messages exemplify stated values, behaviors and will generate credibility.
- **Cadence**: Messages occur with regularity, rapidly and frequency.

*Fig 1 Framework for leadership communicating change (Source: author construction.)*
2.3.2 Organizational Cultural Model and Frameworks

Culture can have a powerful effect on individuals and performance. Leaders needed to create a perceived need for change, and developed or clarified their visions of what changes were needed. In mature organizations leaders have to find subcultures of learning and innovation and systematically reward the managers and employees who hold the assumptions that made the innovation possible.

The contemporary definition of organizational culture (OC) includes what is valued, the dominant leadership style, the language and symbols, the procedures and routines, and the definitions of success that characterizes an organization. OC represents the values, underlying assumptions, expectations, collective memories, and definitions present in an organization (Schein, 1990; Cameron & Quinn, 1999).

The following a review of complementary several studies will help to get better understanding of the role of organization culture on the change process.

1) The Schein Model For Organizational Cultural levels (1990)
1) The Schein Model For Organizational Cultural levels (1990)

Researchers have studied organizational culture from a number of different perspectives by studying the meaning conveyed in beliefs and values, behavioural norms and expectations (Schein, 1985). The study explains that to be able to implement a change process there is a need for the organization to unfreeze the actual situation and to make people changing the way of behaving in their work, with their own habits, and methods.

Schein (1985) defined organizational culture, “a pattern of basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems”.

Two major sets of problems that all groups, no matter what their size, must deal with:

(1) Survival, growth, and adaptations in their environment; and

(2) Internal integration that permits daily functioning and the ability to adapt and learn. Managing internal integration through the distribution of power and status, developing rules and allocating reward and punishment

The model stated that, culture exists simultaneously on three levels: On the surface are observable artefacts (mission and stated value), underneath artefacts lie values, and at the core are basic underlying assumptions. Assumptions represent taken-for-granted beliefs about reality and human nature. Values are social principles, philosophies, goals, and standards considered to have intrinsic worth. Artefacts are the visible, tangible, and audible results of activity grounded in values and assumptions.

Schein points out; the challenge of assessing an organization’s culture “is more a matter of surfacing assumptions, which will be recognizable once they have been uncovered.” Espoused Values initially started by founder, leader and then assimilated. It first begins as shared value then becomes shared assumption. If people are treated consistently in terms of certain basic assumptions, they come eventually to behave according to those assumptions in order to make their world stable and predictable. Different cultures make different assumptions about others based on own values.

Culture creates norms for acceptable behaviour and influences the internal and external relations of the organization. It refer to the unique configuration of norms and behaviours that characterize the manner in which employees combine to accomplish goals.

These shared beliefs and assumption define an organization’s fundamental characteristics and create an attitude that distinguishes it from all others.

Organisational change impacts levels of culture differently and temporary mismatches between levels of culture are likely so change must be managed across all levels of culture or the culture will tend to resist
change. The deeper levels of culture -mindset, emotional ground, motivational roots - are the hardest to see, but have the most potential to unify and can be developed or unblocked, but are resistant to imposed change.

According to (Schein, 1990) beliefs and values, often originate from company ‘founders’ whose own beliefs, values, and assumptions provided a basic model of how the organization should operate and be structured.

Beliefs and values become enacted and articulated by leaders’ follower:

- Based on how leaders respond to critical situations and crises.
- As a result of the types of criteria emphasized in the reward, recruitment, and selection policies.
- Through leaders managerial styles and patterns of behaviour.

The study shows how to change and create culture. Schein’s suggests that there are six different ways in which culture evolves. Some of these can be influenced by leaders and some cannot:

- General evolution in which the organization naturally adapts to its environment.
- Specific evolution of teams or sub-groups within the organization to their different environments.
- Guided evolution resulting from cultural insights on the part of leaders.
- Guided evolution through encouraging teams to learn from each other, and empowering selected hybrids from sub-cultures that are better adapted to current realities.
- Planned and managed culture change through creation of parallel systems of steering committees and project-oriented task forces.
- Partial or total cultural destruction through new leadership that eliminates the carriers of the former culture (turnarounds).

Schein underscores the fact that organizations will not successfully change culture if they begin with that specific idea in mind. The starting point should always be the business issues that the organization faces. Additionally he suggests that you do not begin with the idea that the existing culture is some how totally bad. Schein urges leaders to always begin with the premise that an organizations culture is a source of strength.

Schein on becoming motivated to change stated that change is built on the theory that human behavior is established by past observational learning and cultural influences. Change requires adding new forces for change or removal of some of the existing factors that are at play in perpetuating the behavior. Some of the cultural habits may seem dysfunctional but it is more viable to build on the existing cultural strengths rather than to focus on changing those elements that may be considered weaknesses.
2) **Cameron & Quinn (1999) Composite Two-by-Two of Types of Organization Culture.**

Cameron and Quinn (1999) have developed an organizational culture framework built upon a theoretical model called the "Competing Values Framework." This framework refers to whether an organization has a predominant internal or external focus and whether it strives for flexibility and individuality or stability and control. The framework is also based on six organizational culture dimensions and four dominant culture types (clan, adhocracy, market, and hierarchy), and that each model has different preferred approaches for each of the six dimensions.

The six key dimensions of organizational culture, according to Cameron and Quinn, are dominant characteristics, organizational leadership, and management of employees, organizational glue Strategic emphasis, and criteria for (judging) Success.

In addition the framework authors generated an "Organizational Culture Assessment Instrument (OCAI)" which is used to identify the organizational culture profile based on the core values, assumptions, interpretations, and approaches that characterize organizations.

The OCAI is very useful in determining the degree to which an organization's culture supports its mission and goals, and in identifying underlying elements in the culture which may work against full achievement of its mission and goals. And it is very useful when an organization is deliberately seeking to re-define itself and its culture, and seeks to identify cultural elements which best support--and those which hinder--its change efforts.

The framework characterized by two approaches to help in understanding types of organization culture:

- Internal organization focuses vs. External focus.
- Stability and control (interest in keeping things the same) vs. Flexibility and discretion (interest in making changes and maintenance).

Cameron and Quinn (1999) developed their "competing values" approach to culture, positing that organizational culture can and does change. Their model assumes that there are four different "models" of organizational culture, six essential dimensions of culture, and that each model has different preferred approaches for each of the six dimensions.

The competing values framework can be used in constructing an organizational culture profile. Through the use of the OCAI, an organizational culture profile can be drawn by establishing the organization's dominant culture type characteristics.
In this respect the overall culture profile of an organization can be identified as composite two-by-two Models:

- Internally focused with Flexibility and Discretion (Clan Culture):
  This type has a sense of cohesion, with goals that strongly shared and involvement of all employees. Its goal is to manage the environment through teamwork, participation, and consensus.

- Internally focused with Stability and Control (Hierarchy Culture):
  This type often relies on consistency, formal structures, policies and procedures to keep things running. This is the traditional "command and control" model of organizations, which works well if the goal is efficiency and the organizational environment is stable and simple—if there are very few changes in competition, and technology.

- Externally Focused with Flexibility and Discretion (high Adaptability cultures):
  The emphasis on being open to change and being external oriented characterizes organizations in which innovation can thrive. Its key values are creativity and risk taking. Organizational charts are temporary or nonexistence. Adhocracy: an organization that concentrates on external positioning with a high degree of flexibility and individuality.

- Externally focused with Stability and Control (Market Cultures):
  These types of organizations are concerned about productivity, consistency, results, and the bottom line. They have a sense of external Mission, combined with control that can be very successful and identify threats and opportunities as it seeks competitive advantage and profits.

Sales and Mirvis, (1984), identify in the post merger phase three major cognitive processes in the dominated culture:

- Polarization, people describe the two cultures to highlight contrasts.
- Evaluation, for each dimension described dominated culture placed a positive value on their pole and a negative value on the other’s pole.
- Ethnocentrism, dominated culture was unwilling or perhaps not yet ready to see behaviours and events from the point of view of the other.

The outcome observed in their study was cultural clash resulting from miscommunication, and conflict, as the dominated culture developed a stereotyped view of the dominant culture based upon limited contact and data gathering.

The importance of an organization’s culture, particularly as a risk factor in merger integration cannot be underestimated. Poor cultural compatibility continues to be cited as a factor in mergers failure. Cultural signs of the so-called “merger syndrome” include a “we versus they relationship, with a natural tendency for people to exaggerate the differences rather than the similarities between the two companies.

The model identifies four aspects to take into consideration to assure a successful in the mergers:

- Involves partners, which according to theory includes strategic criteria and also expand to include assessment of the human and cultural elements.
- Purpose, which according to theory is that a company needs to first know what they are looking for in the merger partner.
- Parameters which according to theory include those partners in a successful combinations share commonality of purpose, they also recognize and accept the terms of their relationship. The employees are able to focus their energy on a common goal and not on any wishful thinking that might contract the realities of the combination of existed strategy analysis.
- People, which according to theory, psychological factors can influence the relationships in cases where the role leads and targets are not so well delineated.
2.4 Conceptual Frame Work

In this section, I will conceptualize my research questions based on the theory review of the relevant literature in order to come up with an emerged frame of reference to show how the research questions correlate to explain the role of transformational leadership on organization change success. The purpose with the conceptual framework is to demonstrate a preference for commencing with the utilizing theory in qualitative research, rather than allowing it to develop from the work (Saunders, 2000), Miles and Huberman (1994), defines a conceptual framework in the following way conceptual framework explains either graphically or in narrative form, the main things to be studied.


There are many different process models, proposed by different authors. I have decided to focus on the most commonly discussed ones in my theoretical chapter. I will consequently base my research on Kotter (1995) and Lewin three step change model and support these with other authors, such as Lippitt’s seven steps model, Harris and Moran, (1996). Individual stages of change Model and Anderson’s transformation change process model (2001).

The reasons for selecting Kotter (1995) its significant structure for understanding change and leadership that helps organization undergoing change to have a higher chance of success.

Kotter change model create a sense of urgency, recruit powerful change leaders, build a vision and effectively communicate it, remove obstacles, create quick wins, and build on your momentum. If the leader does these things, he can help make the change part of his organizational culture and declare the change success that he envisioned in his planning stage.

Lewin’s change model is a simple, rational, easy-to-understand framework for managing change. This model attempts to analyze the forces (driving or restraining) that impacts change. Lippitt’s steps of change model are an extension of Lewin’s three models in contrast; the focus on Lippitt’s change model is on the change agent rather than the change itself. It focuses on his role to assess the motivation and capacity for change.

Harris and Moran (1996) on individuals Stages of Changes stated that change agent coping with resistance to change could be done through: identifying the sense of urgency, prepare the vision for the future and ensure participation.

Recognizing Lewin’s change model three distinct stages of change, leaders can plan to implement the change required. The leader starts by creating the motivation to change (unfreeze). He moves through the change process by promoting effective communications and empowering employees to embrace new ways of working (Movement). And the process ends when you return the organization to a sense of stability.
(refreeze), which is so necessary for creating the confidence from which to embark on the next, inevitable change.

The term conscious defined as possessing conscious awareness; witnessing your experience; reflecting; being alert, clear-minded, observant (Anderson, 2001).

Transformational change requires leaders to have sufficient self-awareness to recognize their own, personal strengths and weaknesses.

Anderson's transformation change process model (2001) consists of three steps: upstream change where leaders assess their organization's capacity, midstream where the actual design of the development and tested, and downstream includes implementation, and change integration.

Finally, I will exclude Ajzen and Fishbein Model (1980) as I feel that Mindset and the intent as the individual's internal decision as an immediate determinant of behavior involves the viewpoint of human nature and behavior change because of the integration of psychology (the study of the human mind and human behavior) and neuroscience (the study of the anatomy and physiology of the brain) which is beyond the scope of my research.

Nevertheless, the concept of self-improvement will be addressed and perceived to be embraced in a more focused manner in the second question related to competencies and characteristics of transformational leader.

The previous mentioned Kotter, Lewin, Lippitt's, Harris & Moran, and Anderson models will provide an extensive range of concepts, and processes for leaders undertaking organizational change. The models of change provide rational view of organizational dynamics by combining these complimentary models the dimensions for a change management methodology will be developed.
Table2: Change Process Model for Leading Transformation (Source: author construction.)

<table>
<thead>
<tr>
<th>Concept</th>
<th>Conceptual Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Establish a Sense of Urgency (Increase Urgency)</td>
<td></td>
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<tr>
<td>• Form a Powerful Guiding Coalition.</td>
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<tr>
<td>• Create a Vision (Get the Vision Right)</td>
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<tr>
<td>• Communicate the Vision (Communicate for Buy-In)</td>
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</tr>
<tr>
<td>• Empower Others to Act (Empower Action)</td>
<td></td>
</tr>
<tr>
<td>• Plan for and Create Short-Term Wins (Create Short-Term Wins)</td>
<td></td>
</tr>
<tr>
<td>• Consolidate Improvements and Produce Still More Change (Don't Let Up)</td>
<td></td>
</tr>
<tr>
<td>• Institutionalize the New Approaches (Make Change Stick).</td>
<td></td>
</tr>
<tr>
<td><strong>Lewin 3 phases Change Theory:</strong></td>
<td>Lewin 3 Steps Change Model.</td>
</tr>
<tr>
<td>• Unfreezing: reducing strength of forces, which maintain current equilibrium.</td>
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<tr>
<td>• Movement (Transition): developing new organizational values, attitudes and behaviours to help move the organization on.</td>
<td></td>
</tr>
<tr>
<td>• Refreezing: stabilizing after the changes have been made so that there’s a new equilibrium.</td>
<td></td>
</tr>
<tr>
<td><strong>Lippitt’s 7 Steps Of Change Process Model:</strong></td>
<td>Lippitt’s 7 Steps Of Change Process Model.</td>
</tr>
<tr>
<td>• Diagnose the problem.</td>
<td></td>
</tr>
<tr>
<td>• Assess the motivation and capacity for change.</td>
<td></td>
</tr>
<tr>
<td>• Assess the resources and motivation of the change agent: This includes the change agent’s power and commitment to change.</td>
<td></td>
</tr>
<tr>
<td>• Choose progressive change objects: In this step, action plans are developed and strategies are established.</td>
<td></td>
</tr>
<tr>
<td>• The role of the change agents as facilitator should be selected and clearly understood by all parties so that expectations are clear.</td>
<td></td>
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<tr>
<td>• Maintain the change: Communication, feedback, and group coordination are essential elements in this step of the change process.</td>
<td></td>
</tr>
<tr>
<td>• The change agent gradually terminates from the helping relationship. This is occurring when the change becomes part of the organizational culture.</td>
<td></td>
</tr>
</tbody>
</table>
Denial: the coping skill of denial enables people to cope with difficult changes that they do not want to acknowledge.

- Resistance: Coping with resistance could be done through: the key elements of strategy include:
  - Identifying the sense of urgency and prepare the vision for the future.
  - Ensure participation. Individuals prefer to act in terms of decisions, which they participated in, instead of in terms of decisions imposed upon them.

- Adoption: Communication is crucial during this stage since it is required to point out difficulties the change may have encountered during implementation.

- Involvement: once demonstrable results are seen from the change, its worth, continuity, and value will become institutionalized.


- Upstream Change
  In this phase, change leaders assess their organization's capacity to succeed in the change, as well as become clear about the case for change.

- Midstream Change
  The midstream stage of change is when the actual design of the desired state occurs. The design is developed, and tested.

- Downstream
  The downstream stage includes implementation, and change integration.

The model Anderson (2001) address the topics:

- The term conscious defined as possessing conscious awareness; witnessing your experience; reflecting; being alert, clear-minded, and observant.

- Transformational change requires leaders to have sufficient self-awareness to recognize their own, personal strengths and weaknesses.

A transformational leader's self-awareness was conceptualized as the degree of similarity between the leader's self-description and his follower's descriptions of his behaviour.
2.4.2 What are the Transformational Leader Common traits and Competences required For Change Success? RQ2

The view of transformational change management within the paradox of maintaining alignment, whilst enhancing adaptability depends on the competencies of the leader as a transformational and as a change agent. The key roles of change agent are to reduce uncertainty and involve employees in the change process.

There are many different process models, proposed by different authors. I have decided to focus on the most commonly discussed ones in my theoretical chapter. I will consequently base my research on transformational theorists believe that leadership skills can be learned, through observation, skill development, and experience (Kouzes & Posner, 1995) and (Avolio and Bass, 1994) and support these with other anthers, about the role and competencies of change agent during organization change.

The Kouzes and Posner Leadership Challenge Model finds common purpose, nurtures mutual trust, collaborates, believes in others, enables others to act, and develops competence (Kouzes & Posner, 1995). The Model share the idea that leadership can be developed, taking into account the relational process between leader and followers. The model developed by approaching leadership as a measurable and learnable set of behaviours. Overall, the model is among the most straightforward and well-received practical approaches to the subject of leadership effectiveness and inspires leaders to improve their performance.

Utilizing techniques established by this leadership model helps the leader to build and develop the leadership team. Teamwork is achievable if the leader makes it his goal to reach every member of the team. It is important to set goals and communicate these goals to others. It emphasizes on the leader share his vision in words that can be understood by his followers. Inspire a shared vision through thinking about the long term and then enlist others in a mutual vision of that future. Avolio and Bass (1995) describe Transformational leadership is about motivating followers to identify with a vision and to sacrifice their self-interest for that of the group. Transformational leadership is about motivating followers to identify with a vision and to sacrifice their self-interest for that of the group. He proposed the idea of vision, which is a central construct of transformational theory.

The transformational leadership model composed of four dimensions: Individualised consideration (extent that the leader cares for the follower’s concerns); intellectual stimulation (degree to which the leader provides followers with interesting and challenging tasks); inspirational motivation (communication of expectations and followers’ confidence in the leader); idealised influence (based on respect and admiration for the leader).
The most significant difference between a leader and a change agent is in how they approach the challenges they are facing. When faced with a significant challenge, a leader must rise up to the task. They do this by drawing from their own values and capabilities, operating in the fundamental state of leadership (Quinn, 2005).

The literature addressed the following competencies of the leader as a change agent during the organization change transformation: facilitative, collaboration, self Awareness, adaptability, follower motivation, authentication, power of influence vision and know how to communicate this vision.
The following are the Transformational Leadership Models during Organization Change:

<table>
<thead>
<tr>
<th>Leadership Practices</th>
<th>Commitment (Traits)</th>
</tr>
</thead>
<tbody>
<tr>
<td>To challenge the&quot; Status Quo&quot;</td>
<td>- To look for opportunities to change, to grow, to innovate, to improve.</td>
</tr>
<tr>
<td></td>
<td>- To experience, to assume risks and to learn from the errors.</td>
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<tr>
<td>To inspire a Shared Vision</td>
<td>- To visualize an inspiring and noble future.</td>
</tr>
<tr>
<td></td>
<td>- To enlist others in a Common Vision, attracting their best values, interests, hopes and dreams.</td>
</tr>
<tr>
<td></td>
<td>- Forward-looking: concrete vision for where he is headed.</td>
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<tr>
<td></td>
<td>- Energetic, enthusiastic, optimistic about the future.</td>
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<tr>
<td>To encourage others to Act</td>
<td>- To encourage the collaboration promoting cooperative goals and building trust.</td>
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<tr>
<td></td>
<td>- To strengthen people empowering them, giving them options, developing their skills.</td>
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<tr>
<td>To become Model</td>
<td>- To provide example behaving in a consistent way with the shared values.</td>
</tr>
<tr>
<td></td>
<td>- Honesty (Integrity): A reflection of values and ethics.</td>
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<tr>
<td></td>
<td>- Competent: Capable and effective ability to get things done.</td>
</tr>
<tr>
<td></td>
<td>- To achieve small successes that promote the consistent progress and build commitment</td>
</tr>
<tr>
<td>To aim to the Heart</td>
<td>- To recognize the individual contributions to the success of each project (Reward).</td>
</tr>
<tr>
<td></td>
<td>- To regularly celebrate the achievements of the team.</td>
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<tr>
<td></td>
<td>- Leading with Positive emotions.</td>
</tr>
<tr>
<td>Transformational Style</td>
<td>Leader Behaviour</td>
</tr>
<tr>
<td>---------------------------</td>
<td>----------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Idealized Behaviours</td>
<td>• Talk about their most important values and beliefs</td>
</tr>
<tr>
<td></td>
<td>• Specify the importance of having a strong sense of purpose.</td>
</tr>
<tr>
<td></td>
<td>• Consider the moral and ethical consequences of decisions.</td>
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<tr>
<td></td>
<td>• Champion exciting new possibilities.</td>
</tr>
<tr>
<td></td>
<td>• living one's ideals role models for their followers</td>
</tr>
<tr>
<td></td>
<td>• Admired, respected and uses power only when needed and never for personal gain.</td>
</tr>
<tr>
<td></td>
<td>• Talk about the importance of trusting each other.</td>
</tr>
<tr>
<td>Inspirational Motivation:</td>
<td>• Talk optimistically about the future</td>
</tr>
<tr>
<td></td>
<td>• Talk enthusiastically about what needs to be accomplished</td>
</tr>
<tr>
<td></td>
<td>• Articulate a compelling vision of the future</td>
</tr>
<tr>
<td></td>
<td>• Demonstrates commitment to the shared vision and its goals</td>
</tr>
<tr>
<td></td>
<td>• Gets followers involved -communicates clear expectations</td>
</tr>
<tr>
<td></td>
<td>• Express confidence that goals will be achieved</td>
</tr>
<tr>
<td></td>
<td>• Provide an exciting image of what is essential to consider</td>
</tr>
<tr>
<td></td>
<td>• Take a stand on controversial issues.</td>
</tr>
<tr>
<td>Intellectual Stimulation:</td>
<td>• Re-examine critical assumptions to question whether they are appropriate.</td>
</tr>
<tr>
<td></td>
<td>• Stimulates followers to innovate and question assumptions</td>
</tr>
<tr>
<td></td>
<td>• Seek differing perspectives and look from different angles when solving problems</td>
</tr>
<tr>
<td></td>
<td>• Suggest new ways of looking at how to complete</td>
</tr>
</tbody>
</table>
| Individualized Consideration and Attributes. | **Individualized Consideration**  
- Spend time teaching, coaching and development.  
- Creates new learning opportunities  
- Consider individuals as having different needs, abilities, and aspirations from others  
- Help others to develop their strengths  
- Respect individual differences and listen attentively to others' concerns  
- Promote self-development  
**Idealized Attributes**  
- Instil pride in others for being associated with them.  
- Go beyond their self-interests for the good of the group.  
- Act in ways that build others' respect.  
- Display a sense of power and competence.  
- Make personal sacrifices for others' benefit.  
- Reassure others that obstacles will be overcome.  

| assignments  
- Reframe problems and encourage non-traditional thinking to deal with traditional problems  
- Encourage rethinking those ideas which have never been questioned before. |
Table 5: Change Agent Competencies and related leadership Principles during Organization Change Transformation.

<table>
<thead>
<tr>
<th>Change Agent Characteristics and Competencies</th>
<th>Related Leadership principles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vision and know how to communicate this vision.</td>
<td>The search about what makes transforming leaders a change agent can be approached through the following: First, a change agent recognizes the need for change. Second, a vision is created be the change agent. Finally, the vision is institutionalized (utilize and create a vision of change) (North house, Peter, 2004). Weber (1947), Transformational change based on visionary energetic leadership. Visionary leader has a clear idea of what he wants to do professionally and personally and the strength to persist in the face of setbacks, and failures.</td>
</tr>
<tr>
<td>Authentication</td>
<td>According to (Bill George, 2006), Authentic leaders usually demonstrate these five traits: 1. Pursuing their purpose with passion. 2. Practicing solid values. 3. Leading with their hearts as well as their heads. 4. Establishing connected relationships. 5. Demonstrating self-discipline.</td>
</tr>
<tr>
<td>Facilitative</td>
<td>(Palmer &amp; Brow, 2005)Coaching is the art of learning and facilitating the performance. Facilitative leader exercises control mostly by using forces within the team through creating commitment and collaboration</td>
</tr>
<tr>
<td>Coaching</td>
<td>Costa &amp; Garston (2002) &quot;it’s a process that enables learning and development to occur and thus performance to improve. To be a successful a coach requires knowledge and understanding of process as</td>
</tr>
</tbody>
</table>
Collaboration

According to Stagich (2001), leadership affirms the identity and appreciation of employees. Yet, it is able to transcend the differences among them to collaborate and resolve problems.

Follower Motivation

(Bryman, 1992) Transformational leadership involves the leader raising the follower’s sense of purpose and levels of motivation. The aims of the leader and the followers combine into one purpose, and the leader raises the follower’s confidence and expectations of themselves.

Self-Awareness

(Goleman, 2000) stated that self-awareness knows one’s internal states, preferences, resources, and intuitions. Transformational leaders should increase self-awareness and develop his own self-awareness so that he can build on his strengths, and develop a style that suits him. They have sufficient self-awareness to recognize their own, personal strengths and weaknesses.

Emotional Intelligence

“Truly effective leaders are also distinguished by a high degree of emotional intelligence, which includes self-awareness, social awareness, relationship management, and self-control.”

- Self-awareness where accurate self-assessment and knowing one’s strengths and limits.
- Social Awareness where reading the currents, decision networks, and politics at the organizational level.
- Relationship management where guiding
and motivating using a compelling vision, developing others and initiating, managing and leading in a new direction, teamwork and collaboration And cooperation and team building.
- Self-Control: Controlling disruptive impulses and emotions, a flexibility in adapting to changing situations.

| Politics and Power of influence | (Jeffrey pfeffer, 1992) it's not what you do but who you know. Knowing the power of various organizational members and subunits is important, and so understands whose help you need in order to achieve your goals." Jones & Pittman (1982) Impression management is the process by which people attempt to control or manipulate the reactions of others to images of themselves or their ideas so it’s simply getting others to see the person in a certain manner. Political tactics are the ways in which the leader translates power bases in to a specific influence approaches. |
| Adaptability | Zaccaro (1999) Leaders are coming to recognize that they need to develop adaptability to be effective. The process of developing adaptability begins with learning and practicing three types of flexibility cognitive, emotional, and dispositional. Cognitive is the ability to use a variety of thinking strategies and mental frameworks. |
2.4.3 What is the impact of Organization Culture on Transformational Change Success? RQ3.

It will focus on understanding culture characteristics, assessment, and the role of culture on change success using complementary models of The Schein model for organizational cultural levels (1990). Schein defined organizational culture, “a pattern of basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems”.

I will focus on the internal problem since the external environment problem outside the scope of the research. Internal integration management permits daily functioning and the ability to adapt and learn. Through the distribution of power, developing rules, allocating reward, and punishment. The study shows how to change and create culture. Schein's suggests that there are six different ways in which culture evolves.

- General evolution in which the organization naturally adapts to its environment.
- Specific evolution of teams or sub-groups within the organization to their different environments.
- Guided evolution resulting from cultural insights on the part of leaders.
- Guided evolution through encouraging teams to learn from each other, and empowering selected hybrids from sub-cultures that are better adapted to current realities.
- Planned and managed culture change through creation of parallel systems of steering committees and project-oriented task forces.
- Partial or total cultural destruction through new leadership that eliminates the carriers of the former culture (turnarounds).

Cameron and Quinn (1999) have developed an organizational culture framework built upon a theoretical model called the "Competing values framework." This framework refers to whether an organization has a predominant internal or external focus and whether it strives for flexibility and individuality or stability and control.

The discussion will be on organizational culture internally focused and isolate external cultures focuses that seek to identify threats and opportunities looking for competitive advantage.

In this respect the overall culture profile of an organization can be identified as composite Two-by-Two Models:

- Internally focused with Flexibility and Discretion (Clan Culture):

This type has a sense of cohesion, with goals that strongly shared and involve all employees. Its goal is to manage the environment through teamwork, participation, and consensus.
- Internally focused with Stability and Control (Hierarchy Culture):
This type often relies on consistency, formal structures, policies and procedures to keep things running.
This is the traditional "command and control" model of organizations, which works well if the goal is efficiency and the organizational environment is stable and simple—if there are very few changes in competition, and technology.

Sales & Mirv, (1984), identify in the post merger phase three major cognitive processes in the dominated culture:

- Polarization, people describe the two cultures to highlight contrasts.
- Evaluation, for each dimension described dominated culture placed a positive value on their pole and a negative value on the other's pole.
- Ethnocentrism, dominated culture was unwilling or perhaps not yet ready to see behaviours and events from the point of view of the other.

Elsass & Veiga, (1994), distinguished between two approaches to avoid culture collision the organization should use multiculturalism and integration. Based on acculturation theory the organizational change in the case of merger involves combing two distinctive organizational cultures or imposing one over the other. Therefore, employees, especially from the acquired firm, are likely to experience significant stress and tension in interacting with and adjusting to a new organizational culture. He recommended fostering multiculturalism to avoid culture collision Multiculturalism, in which both organizational cultures are equally valued, recommended as a useful approach, especially when both organizations have strong and distinctive cultures, but, integration is about developing a new culture form both former cultures of the partners that include the best elements from both organizations.

Conducting organizational culture assessment will help on employee development and organizations aware to leverage the performance strengths of their corporate cultures.

The transformational leaders will be able to focus on two key areas of organization change during mergers, when these two are strongly linked, new corporate knowledge can facilitate consolidation:

- Integration Preparation (Culture assessment and selection)
- Due Diligence.

A clear understanding of organizational culture and cultural compatibility is critical to long-term merger success. Cultural Integration is one aspect of the integration process. It’s necessary to initiate cultural assessment during due diligence.

Cultural Due Diligence (CDD) it’s structured and well thought out change process for creating sustainable cultural changes. CDD created to not only assessing and analysing organizational culture but for integrating and transforming cultures.
This cultural due diligence assessment should be made before the merger deal with the target company is finalized, to avoid culture clashes that diminish the potential of the deal. Leadership communications plays a role in communicating change as well as in reinforcing organizational culture. Planning communications in advance is essential to developing a leadership message that is consistent with the culture during a transformational effort. According to (Allot & Alain, 2005) Communication is a dynamic and continuous process occurs in a context of events. The communication message should be:

- **Significance**: Messages are about big issues resulted from the change. It reflects the present and future of the people and organization performance.
- **Values**: Messages reflect vision, mission, and culture.
- **Consistency**: Messages exemplify stated values, behaviors and will generate credibility.
- **Cadence**: Messages occur with regularity, rapidly and frequency.
3.0 Methodology

The previous chapter presented relevant literature and theories within my field of study. In this chapter I will present the methodology I have adapted in my research.

The chapter will serve as a roadmap of how I have approached my study. An explanation of the following selected research methods will also provided: research purpose, research strategy, data collection, and analysis and quality standards. The chapter will end off by discussing the reliability and validity of my thesis.

3.1 Research Purpose and Approach

(Yin, 2003) states that there are three main stages in research study: explanatory, exploratory, and descriptive. The study is partially explanatory since it is designed to allow the investigator to “look around” with respect to some phenomenon. The phenomenon related to leadership and transformational change. The aim is to answer my research questions, compare the collected data with theory and also draw conclusions from my findings at the end. According to Yin (2003) the research is explanatory when the researcher wants to make and find the cause and symptom, this is why I’m asking how the design of the change process model leads for transformational success.

The study is not exploratory since exploratory studies are most often done within areas not being studied very much, where the applicable theories and concept is unclear. This is not really the case with my research on leadership studies, where also transformational leadership has been studied extensively.

Finally, Descriptive research is used when the researcher knows what he wants to investigate, but don’t know the answers, so the intention is not to make connection between cause and symptoms.

This is why I’m asking about the impact of culture and the characteristics of transformational leaders model leads for transformational change success. The study is also descriptive since it requires a descriptive theory to be developed before starting the project and provides a clear picture of the phenomena.

According (Miles & Huberman, 1994) making complicated things understandable, by reducing them to their component part.

According to Strauss and Corbin (1990) the two main methodological research approaches within social science are qualitative and quantitative approach. The selection between these two approaches depends on the purpose of the study and also on the formation of the research questions. I use qualitative research since it is usually associated to the explanation of certain phenomenon and analyse several variables.

When conducting qualitative research one or a few objects are studied in depth and the main purpose is to gain a deeper understanding of the problem studied and to acquire profound knowledge of the studied objects.
The qualitative approach is characterised by closeness between the sources and the researchers, and a low degree of formalization. The qualitative choice for this study allows to gain a better understanding of how the transformational leadership leads to change success and since my intention is not to generalize instead I have studied a relatively small sample in the consultancy field to be able to more investigate several variables which in turn helped me to gain the better understanding that I desired. In other words it enabled me to obtain more in depth information.

3.2 Research Strategy and Data Collection

Yin (2003) states that there are five different strategies: experiment, survey, archival analysis, history and case study. The one to choose depends on the type of research questions and the extent control the researcher has over behaviour events and the degree of the focus on contemporary events vs. historical events.

Case study (Saunders, Lewis & Thornhil, 2000) states that this strategy will be of particular interest if you wish to gain a rich understanding of the context of the research and the process being enacted. The case study approach is useful when dealing with one or small numbers of cases.

Yin (2003) I want to answer how the design of the change process model, the common characteristics of transformational leaders and the impact of organization culture leads to transformational change success. The researcher has no control over behavioural events and it is focus on contemporary events so in my case I'm using case study approach.

I conduct a multiple case study as this approach gives me the opportunity to obtain deeper knowledge in the research area and more robust results.

Yin (2003) states that there are six different sources of evidence (data collection) when conducting case studies: documentation, archival records, interviews, direct observations, participant observation and physical artefacts.

Yin (1994) further states that a researcher should use multiple sources of evidence when conducting a case study, in order to improve the validity and the reliability of the study.

(Stake, 1995) stated that the protocols that are used to ensure accuracy and alternative explanations are called triangulation. The need for triangulation arises from the ethical need to confirm the validity of the processes. Case study is known as a triangulated research strategy asserted that triangulation can occur with data, investigators, theories, and even methodologies.

In case studies, this could be done by using multiple sources of data. When using multiple sources a very
important advantage can be obtained, namely converging evidence, which implies that a conclusion or a result is more accurate and convincing when it is based on several sources of information.

Since I’m doing a qualitative research I have chosen in my research to use three sources of evidence; documentations, interviews and participants observation.

Yin (2003) stated that interviews are insightful that provides perceived causal inferences, targeted And focus directly on case study topics.

The interviews can be structured, opening ended, and focused. The structured interview contains, as its name suggest, a clearer structure along the lines of a formal survey.

In an open ended interview the researcher can ask the interviewee for the facts of a matter as well as for the interviewee’s opinion about events and the respondent might act more like information and respondent.

I used focused interview last for a short period of time like an hour. The focused interview will still remain open-ended and assume conversational manner with the respondents which make it possible to use probing question, but is more following certain set of questions compared to the open-ended interview. The purpose of a focused interview is to confirm certain facts that are already known to the researcher, This type of interview was also most appropriate, since it allowed me to collect the data necessary to reach my purpose, by conducting an informal conversation with the respondents based on predetermined topics.

Saunders (2000) divides the qualitative interview in three different sections face to face, telephone and group interviews.

In this study I’m using the telephone interview approach in order to get as detailed information as possible. Interviews are performed by telephone with due to the limited time. The interview questions is relatively focused and serve to corroborate previously gathered data.

Yin (2003) stated that participant observations are reality covers events in real time and insightful in to Inter personal behaviour and motives. I used Participant Observations interns of webinar since it’s Contextual covers context of event. Webinar is (short for Web-based seminar, a presentation, lecture, workshop or seminar that is transmitted over the Web. A key feature of a Webinar is its interactive elements - the ability to give, receive and discuss information. Contrast with Webcast, in which the data transmission is one way and does not allow interaction between the presenter and the audience).

Webinar is a web-driven workshop. Can be very collaborative and include polling and question & answer sessions to allow full participation between the audience and the presenter.
3.3 Research Sample Collection

The following will clarify how the sample for the data collection of the thesis was collected. According to Miles and Huberman (1994), Investigating contrasting cases can, by specifying how and where, and possibly, why it carries on as it does, help understand a single case finding. Furthermore, they state that a sample frame is needed although contrasting cases are used, and the study's purpose, research questions, and conceptual framework should guide this. Therefore, I have chosen to set my sampling frame consultancy companies specialized in leadership development and culture assessment.

The reason for my choice was that the problem discussion indicates the importance link between transformational leadership characteristics and culture for change success.

Moreover, my earlier own experience has shown that consultancy companies are more responsive and cooperative when participating in these types of studies compared to other companies. Regarding how many cases that should be used in a multiple case study, Miles and Huberman (1994) state that it depends on how rich and complex the within case sampling is. Since the research questions and conceptualization of this thesis provided me with quite high complexity for each case, and the fact that my focus was to accomplish an explanatory and descriptive purpose of the research. I decided to include two companies in the research.

In order to select a sample for my case study, I have used judgemental sampling since this sampling is the basic means that the researcher select cases best suited to answer the research questions. This form of sample is often used when working with small samples such as in a case study research when you want to select cases that are particularly informative (Saunders, Lewis & Thornhil, 2000).

The criteria for choosing companies that they had to be firms within the leadership development and culture assessment that being consulted on organization change. These were the requests for answering my stated questions. One reason why I wanted the companies to be in the consultancy industry was in order to compare companies in the same industry.

The area is furthermore interesting because of increased important of organization change for CEO. After having determined, to conduct the studies from the companies perspectives in order to locate appropriate respondents responsible for change. According to (Holme & Solvange, 1991) the selection of respondents is crucial for qualitative research. Consequently, the natural choice when arranging interviews was to conduct the person responsible for leadership development and cultural change assessment in the company, which in all cases also become my respondent.

When deciding the companies for my case study, I became aware of the sensitivity of my topic, whilst most consultancy were reluctant to discuss their consultant involvement specially due to the critical issues...
related to high percentage of organization culture failure within the companies being consulted. Even diagnosing the client’s problems and found a solution is sensitive information effects both the CEO career and the company position in stock market.

However, good contacts were established with two company’s works in the consultancy field within the leadership and culture change, of which the respondent agreed to discuss the subject.

I have used to facilitate the gathering of primary data both interviews (telephone) and participants observation (webinar) and documentation as secondary data.

The Interviews done with Liz Pellet, CEO of EMERGE International Consultancy, and Holly Laity, the president of The Leadership Trust®.

Liz Pellet at EMERGE® specialized on understanding and assets the impact of organizational culture on all aspects of the work environment, Due Diligence and on Merger & Acquisitions.

Holly Laity at Leadership Trust® specializes in facilitating leadership workshops, performing comprehensive leadership impact studies, corporate assessments, onsite team-building workshops, and strategic culture studies for diverse businesses and industries.

The EMERGE Webinar, held in December 2007 under the name of ‘Understanding How Employment Branding and Organizational Culture Increases the Return of Investment of Employees’.

Telephone interviews conducted with EMERGE and Leadership Trust February 2008 and April 2008 focus on Leadership, organization change and culture assessment.

3.4 Data Analysis

According to Yin (1994), data analysis implies examining, categorizing, tabulating, or otherwise recombining the collected data. When analyzing the data collected from the interviews and webinar, the intentions are to find answers to the earlier stated research questions. When writing about data analysis, the focus is on data in form of words.

So when analyzing the data in this thesis, I have decided to follow Miles and Huberman’s (1994) proposition and divided the analysis into three parts:

1) Data reduction: The process of selecting, focusing, simplifying, abstracting, and transforming the data. The purpose is to organize the data so the final conclusions can be drawn and verified.

2) Data Display: Taking the reduced data and displaying it in an organized, compressed way, so that conclusions can be easily drawn.

3) Conclusion drawing/verification: Deciding what things mean-noting regularities, partners, explanations, possible configurations, casual flows, and propositions.

I found it appropriate to start with theories to get the foundation for research to be able to construct the questions in the interview guide and then later on logically to try to draw conclusions based on the
knowledge and empirical findings. 
For each research question, I have compared the empirical findings against already existing theories and recommendations brought up in our conceptual framework. 
I have conducted within and cross case analysis. According to Miles and Huberman (1994), it is possible to perform cross-case analysis when one has understood the dynamics of each particular case. The intention with cross case analysis is to compare the different cases with each other in order to find similarities and differences. 
Finally, once the data reduction and the data display are done through within and cross case analysis respectively, conclusions on each research question are drawn based on the findings of the study. 

3.5 Quality Standards

Yin (2003) divides the research quality in two main areas, validity and reliability then divides the validity in subsections in each phase of research

- Construct Validity: Mainly in the data collection phase. 

Yin (2003) explains this area as establishing correct study operational measures. In order to make construct validity high I’m using multiple sources of theories in my study and also have a supervisor reviewing my ongoing research through two progress reports in a monthly regular basis. 

I have tried my best to increase the construct validity of this study by several facts: I have used multiple sources—interviews, participant observation and documentation to collect evidence, To be sure that I would interview the right individual in each consultancy company, I asked the company to guide to the person, who has the most knowledge within my area of interest. Having the right respondent should therefore increase the validity of the research study. I started each section of the interview by asking an open question in order to avoid biases. Further more the respondents had the opportunity to review the drafts of my case study and have the chance understood the question correctly.

- Internal validity: Mainly in the data analysis phase. 

In my case as I’m conducting a case study I have build a logic model in my frame of reference to investigate in order to make internal validity high. 

- External Validity: Mainly in the research design phase. 

Yin (2003) says that it deals with the problem of knowing whether a study’s findings are general sable beyond the immediate case study. 

In my thesis I have a good base for my research problem in the theories and also make a multiple case study to have the possibility to compare the results. External validity is high and replication is possible to perform.
Reliability: Mainly in the data collection phase.

Yin (2003) defined reliability as the measuring tools (instrument’s) ability to give stable and reliable data. The minimization of errors and biased in a study is the goal of reliability. The objective, if another researcher uses the same measuring instrument, at another time as well as, another sample and still gets the same results of finding and conclusion as the previous.

In order for a later researcher to be able to repeat a case study all over again is that the procedures followed in the earlier case are documented. In order to create a good reliability, I send the overall purpose of this thesis and the research area to the respondent in advance so she would have time to read it through and find answers to questions that might be unclear. However regardless of these attempts to maintain a high reliability in this study, personal bias is always present to some extent when conducting interviews.

Through this thesis, measures have been taken considering the validity. The interviews took place with the persons most capable of giving a detailed description of the transformational change and leadership consultancy. Moreover, since I have chosen telephone interviews as my main source of evidence, I was able to explain the questions further if necessary, even though misunderstandings could have occurred. However, I tried to minimize the risk for misunderstandings, by sending a draft on the data to the respondents. I mainly focused on open question in order for the respondent to explain as much as possible and to avoid “putting words in her mouth.” After the interview I stayed in contact with my respondent and send her a copy of the data collected so she had the possibility to change any information that I might had misinterpreted. I also had the opportunity to contact them again via email or telephone if any questions arose. I supported the data gathered from interviews through webinar. The webinar as a data collection method in my case study that has a multi-perspective analyses, this means that the researcher considers not just the voice and perspective of the actors, but also of the relevant groups of actors and the interaction between them.

To be able to obtain answers, to my research questions. I formulated an interview guide which can be found in appendix A. The same interview guide was used for the two cases in order to maintain consistency, and every interview started with open questions about each research question, which was further complemented by more specified in depth questions.

In summary I believe the interview guide and the webinar with this methodology chapter will work as a case study protocol that clearly illustrates how I have conduct the research study. The interview guide reflects my conceptual framework, which increase reliability. Furthermore I have been aware of that personal bias may have occurred during the interviews, as both the attitude of the respondent as well as my own attitudes may have affected the outcome.
4.0 Empirical Data (Data Presentation)

This chapter will present the collected data, which was conducted through webinar and telephone interviews. The presentation of interviews will follow the order of the conceptual framework.


Liz Pellet at EMERGE ® International Successful change needs a well orchestrated plan is crucial and involves significant portions of employees at all levels. There are many different approaches to organizational change and transformation so; before the leader makes the decision to go down the change path he should know the organization capability in terms of employees as the main resource this is called "Change Readiness" and the reason is to increase the ROI when conducting change.

EMERGE ® International focuses on helping organizations achieve organization change Through effective type of change called conscious creation. This type of change typically causes a high level of pain on the front end. However, the rewards for the effort creating a new culture that is resilient and can handle change.

Conscious creation is about through true commitment and thorough understanding of how each change initiative regardless where it happens in any organizational level affects the whole system. The leader during the organization change should understand how individuals make the most effective type of transformational change.

Successful change needs a well orchestrated plan is crucial and involves significant portions of employees at all levels. There are many different approaches to organizational change and transformation so, before the leader makes the decision to go down the change path he should know the organization capability in terms of employees and resources, this referred to as "Change Readiness".

The structured approach that recognize the importance of leadership moves organizations away from merely reacting resistance to change and provides a solid framework for engaging mobilizing impacted employees as the best source for implementing this change and the primary acceleration for the change effort.

EMERGE approach is simple for ensuring that the change is sustained , the leader should identify the true employment brand and develops measurements for the impact of critical success factors associated with the employment brand identity and organizational culture.

This will allow the leader to successfully attract, retain and repel. The leader can attract and retain the right employees and repel the ones who just won't fit.
The leader through employment brand approach retains congruence behaviour, commitment to change and employee’s rewards. He repels gaps in the current state and desired state of employee values and the lack of emotional connection to brand.

The leader commitment to what is saying assures employees engagement and leverages his power and expertise.

The leader develops Individual and team recognition measures to assure that employee’s behaviour in their work aligned with organization values. The Leader create communication programs providing the employees with immediate information to optimize organizational performance and analyse their feedback.

The leader creates a follow up plan to diagnose gaps and manage resistance. The resistance created by lack of involvement, and lack of support by leaders to remove the obstacles that create the resistance in the first place. Involving employees will increase the success rate and can actually speed up implementation, build strong relationships and continued commitment for future change initiatives.

Holly Latty at Leadership Trust® Consultancy does not rely on techniques in the transformation process. It instead rely on an approach that creates a deep fundamental change within each individual based on learning how others perceive you, and their perceptions to build and develop a positive conscious that allow individual to adjust his behaviours accordingly.

The leader should understand the nature of the complex transformation change process and how he must manage his intrapersonal resources in order to support the overall change develop greater intimacy.

The first step in this entire process approach that can help to optimize and provide a psychological leadership roadmap is self-awareness based on the concept that self-awareness is the key to a powerful leadership and individual must first learn how to master and lead himself before he can lead others. Leadership Trust® believes that the leader have an effective communication skills since it's one of the key factors between his organizational current situation and his intended future change succession plans.
4.2 What are the Transformational Leader Common traits and Competences required For Change Success? : RQ2.

Liz Pellet at EMERGE® believes the leader should reward changes and communicate the new proposition to employees in order to realize the expected value of the change Liz Pellet work with many industry leaders lead to the support of the following of characteristics:
The leader can express his vision through his passion, she highlight the importance of the leader as change agent during organization transform.
Vision may come from working with employees following an assessment of the organization's needs.
In other situations, the vision is handed to the change agent as a directive and it is the change agent’s responsibility to get employee with the vision and adopt it as their own. It is important to communicate the vision for change and instilling that vision throughout the organization processes and procedures.
Leader’s credibility is a result from being able to motivate the employees to understand the need for change and to create a positive environment for change.
A change agent creates an organizational culture that embraces the change initiative and awards those who work towards change. Leadership is built upon trust and to gain trust the leader makes a commitment to the success of individuals in order to achieve organizational goals. All of the leader's specific actions, such as articulating the vision, setting expectations, determining plans, and allowing for frequent feedback, are further ways of demonstrating trust.
The leaders believe that it is critical to train and empower key staff to implement the plan for change to ensure the long term endurance of the change.
Holly Latty, at Leadership Trust® believes that the individual is the instrument of his leadership. He uses his personality, perspective, and behaviour to create the kind of humanistic ally powerful leadership traits that invigorate others. The leader represents his leadership style through his personality - which has everything to do with how he communicates.
The leader communication skills during change respond in like fashion, representing beliefs that are geared for success, and shows strong self-confidence. The more honed leader communication skills, the more authentic his leadership.
Leadership Trust®, support the idea that emotional offers optimal individuals skills, and that is because what constitutes one's emotional quotient more than anything else is self-awareness. The leader seeks self-improvement through investing in self as the way to enhance and build their leadership. Knowing with confidence who you are and what makes you tick automatically offers the leader the knowledge of followers around him in terms of how to lead, inspire, motivate, validate, and grow them.
Holly Latty, at Leadership Trust®, goes so far as to say that leadership is all about authenticity.

4.3 What is the impact of Organization Culture on Transformational Change Success? RQ3.
Liz Pellet at EMERGE ® emphasized that healthy culture leads engaged employees in the foundation of business success. Culture is the collective beliefs and behaviors, also referred to as norms that get communicated either directly or by example.

Leaders should link the culture to real business goals, determines the cultures dominant beliefs and behaviors, reward desired behavior and teach new cultural norms.

EMERGE created the Cultural Health Indicator (CHI) it examined the culture dimensions when organization change and it is a validated instrument that measures organizational culture from an “as is” perspective. The dimensions are:
- Leadership: Vision, mission, and values.
- Communication: Information sharing and Employee trust in information.
- Involvement & Decision Making.
- Authority levels.
  - Accountability and expectations.
- Finance.

EMERGE created an employment brand in the context of culture to increases the ROI of recruitment. It measures the impact of critical success factors associated with the organization employment brand identity and organizational culture which will allow you to successfully attract, retain and repel.
- Attract::Hiring the right "fit”.
- Retain: Congruence of leadership behaviors.
- Repel: Gaps in your current state and desired state of your values.

Organizational culture plays an important role in mergers. Cultural Due Diligence (CDD) is used for assessing, integrating and transforming cultures. It is a 4-phase integrative, structured and well thought out change process for creating sustainable cultural changes.

The phases include:
- The Dig Assessing Cultural Congruence.
- Culture Connection: Developing the Change Plan.
- Transformation: Implementing the Plan.
- Sustaining the Gains: Creating metrics and ongoing processes and programs for sustaining cultural congruence.
Holly Latty stated that Leadership Trust® created self-awareness brand in the context of culture to increases the ROI of leader development and training. The leader should optimize the way he directs his beliefs and emotions which translates into greater credibility and esteem for him within the professional arena, greater satisfaction for followers, greater retention, and return on investment (ROI) for his organization based on the company cultural integration.

Leadership Trust® believes that, it is not so much how others perceive you as a leader as it is how they perceive themselves in your presence. After all, that is the only way individuals can ultimately feel good about you as their leader.

The leader should optimize his communication style through a personal transformational process such that others are more likely to connect meaningfully with him.

The leader can optimize his communication skills through four channels: Mind, Body, Emotions, and then there is a master channel some people may refer to as spirit. The leader communication skills during representing beliefs for change success

Regular Communication with Board, Staff, Public, and Other Stakeholders is a key principle for successfully implementing change: open communication is the key to building trust and share with the board visions and thereby allowing the leader to deliver tough messages without inviting a defensive posture from others.
5.0 Data Analysis

In this chapter I will analyse my collected data, utilizing a within case analysis of the three research questions. For conducting the within case analysis the data collected will be compared to the theories which presented in the conceptual framework.


In my conceptual frame work, Lewis illustrates the effects of forces that either promote or inhibit change these forces must be analysed in a three-step model (Unfreezing - Movement - Refreezing) where the leader is a facilitator to guide employees and can help shift the balance in the direction of the planned change. Lewin 3 step introduced the term “resistance to change” as a system concept and as a force that affects managers and employees equally. Liz Pellet at EMERGE® approach believes that true employment brand can attract and retain the right employees and repel the ones who just won’t fit.

EMERGE is in line with lewin 3 step model on the importance of the facilitation and visioning and role models in the three change steps but differs on the importance of leader coaching at the movement step since the organization is in transition and need more directive and guides. Coaching and modeling help reinforce the stability of change while facilitative act as a role models to mentor and develop a new ways to look for change. EMERGE differs from Lewin in institutionalize the change. The change management at EMERGE® is more focus on analysis of the change success factors and repel the gaps. It focuses on employee involvement to keep employee going rather than institutionalize new behaviour patterns through formal and informal mechanisms using policies and procedures in Lewin’s refreezing step.

In my conceptual frame work, (Kotter, 1995) change model provided a significant structure for 8-stage process to have a higher chance of success. This done through increase urgency, form a powerful guiding coalition, create a vision, communicate the vision, empower action, create short-term wins, consolidate improvements and institutionalize the new approaches.

EMERGE® In line with Kotter on structuring the change and on the importance role of creating a sense of urgency, communicating, empowering, vision, and consolidate improvements but differs in the short-term wins and building coalition.

EMERG® focus more on conscious transformation and more details plans before undergoing change to build institutionalize change and create a culture of change (long term win) without the need for gradually creating short term wins as a step for change institutionalize Kotter’s focus more on the
evolution of the change itself.

EMERG® focuses more on team building and recognizes the importance of expanding its scope and complexity beyond the core coalition. Once leader formed, the "change coalition" then he needs to work as a team, continuing to build urgency and momentum around the need for change.

EMERG® In line with Kotter’s change on structuring of change and on change institutionalization. In my conceptual frame work, Anderson (2001) illustrates the term conscious defined as possessing conscious awareness; witnessing your experience; reflecting; being alert, and clear-minded.

Transformational change requires leaders to have sufficient self-awareness to recognize their own, personal strengths and weaknesses.

EMERG® In line with Anderson change model that focus more on conscious transformation. In my conceptual frame work, Lippitt’s 7 steps of change process model focused on the individual rather than the change itself. He focuses more on the role and responsibility of the change agent than on the evolution of the change itself in terms of diagnosing the problem, motivation and the role of change agent as facilitator.

EMERG® In line with Lippitt’s 7 steps of change that focus more on conscious transformation diagnosing the problem, motivation and the role of change agent as facilitator mainly on his role to maintain and communicate the change and gradually terminate and withdraw from their role over time from the helping relationship. This will occur when the change becomes part of the organizational culture.


EMERG® In line with Harris, & Moran, (1996).Change agents stages of change model on the importance of coping with the resistance by identifying the sense of urgency and prepares the vision for the future and ensures employee participation and adapts by communicating the change and institutionalizes the change by involvement.

EMERG® differs from Lewin, Kotter, Lippitt, Harris, & Moran, and Anderson in providing more assessment tools and trends to facilitate the organization change.

Holly Latty at Leadership Trust® entire transformation process approach is based on the concept that self-awareness is the key to a powerful leadership and individual must first learn how to master and lead himself before he can lead others.

Leadership Trust® in line with lewin 3 step model on the concept of “resistance to change” as a system concept but not as a force that affects managers and employees equally. However, Leadership Trust® taken the term out of its original context, using it as model of behaviour that describes leaders or managers or employees alone. This creates an unnecessarily adversarial approach to change.
Leadership Trust® In line with Kotter's on the leader conscious awareness for better transformational process design but it differs on the focus on building leader's individual's capabilities within the group and coalition so the leader can build a collation based on his self awareness but not a powerful one. The term emotional in Leadership Trust® should focus more on the ability to vary one's approach to dealing with one's own emotions and those of others and on developing others and initiating, managing and leading in a new direction, teamwork and collaboration. The self awareness at Leadership Trust® should be a part of the emotional intelligence approach that includes in addition self control and build relationship.

Leadership Trust® differs with Kotter's change on Institutionalize change since it doesn't rely on techniques in the transformation process. It instead relies on individual based self-awareness.

Leadership Trust® In line with Lippitt's 7 steps of change on the role of change agent as facilitator and focus more on leader conscious change transformation but differs on the role of the leader within a team to diagnose the change as a problem.

Leadership Trust® in line with Anderson change process model on developing individual recognition and the leader will act as a facilitator since it relies on an approach that creates a deep fundamental change within each individual based on learning how others perceive you, and their perceptions to build and develop a positive conscious.
Table 7: Matrix Summary of Change Process Model leads for transformational Change Success.
(Source: author construction.)

I will summarize my analysis of the first research questions in table where the theory from the conceptual framework will be compared with the data that is derived from the two interviews and the webinar.

<table>
<thead>
<tr>
<th>Theory –Model</th>
<th>EMERGE ®</th>
<th>Leadership Trust®</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish a Sense of Urgency.</td>
<td>√ / √</td>
<td>√ / √</td>
</tr>
<tr>
<td>Form a Powerful Guiding Coalition.</td>
<td>√ / X</td>
<td>√ / x</td>
</tr>
<tr>
<td>Create a Vision.</td>
<td>√ / √</td>
<td>√ / √</td>
</tr>
<tr>
<td>Communicate the Vision.</td>
<td>√ / √</td>
<td>√ / √</td>
</tr>
<tr>
<td>Empower Others to Act.</td>
<td>√ / √</td>
<td>√ / √</td>
</tr>
<tr>
<td>Plan for and Create Short-Term Wins.</td>
<td>√ / ---</td>
<td>√ / ---</td>
</tr>
<tr>
<td>Consolidate Improvements.</td>
<td>√ / √</td>
<td>√ / √</td>
</tr>
<tr>
<td>Institutionalize the New Approaches.</td>
<td>√ / √</td>
<td>√ / ---</td>
</tr>
<tr>
<td>Lewin 3 steps Change Theory</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unfreezing: reducing strength of forces, which maintain current equilibrium.</td>
<td>√ / √</td>
<td>√ / √</td>
</tr>
<tr>
<td>Movement (Transition): developing new organizational values, and behaviours to move the organization on.</td>
<td>√ / X</td>
<td>√ / X</td>
</tr>
<tr>
<td>Refreezing: stabilizing after the changes have been made so that there’s a new equilibrium.</td>
<td>√ / √</td>
<td>√ / ---</td>
</tr>
<tr>
<td>Lippitt’s 7 Steps Of Change Process Model.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diagnose the problem.</td>
<td>√ / √</td>
<td>√ / √</td>
</tr>
<tr>
<td>Assess the motivation and capacity for change.</td>
<td>√ / √</td>
<td>√ / √</td>
</tr>
<tr>
<td>Power and commitment and motivation to change.</td>
<td>√ / √</td>
<td>√ / √</td>
</tr>
<tr>
<td>Choose progressive change objects &amp; developed strategies are established.</td>
<td>√ / √</td>
<td>√ / x</td>
</tr>
<tr>
<td>Understand The role of the change agents as facilitator</td>
<td>√ / √</td>
<td>√ / √</td>
</tr>
<tr>
<td>Maintain the change: Communication, and group feedback,</td>
<td>√ / √</td>
<td>√ / √</td>
</tr>
<tr>
<td>Change agent should gradually withdraw from their role over time. This happens when change becomes part organizational culture.</td>
<td>√ / √</td>
<td>√ / √</td>
</tr>
</tbody>
</table>

| Upstream: Change leaders assess their organization’s capacity. | √ / √ | √ / √ |
| Midstream: when the actual design of the desired state occurs. The design is developed, and tested. | √ / √ | √ / X |
| Downstream: includes implementation, and change integration | √ / √ | √ / X |
| Transformational change requires leaders to have sufficient self-awareness to recognize their own, personal strengths and weaknesses. | √ / √ | √ / √ |
| Conscious transformation as possessing conscious awareness; witnessing your experience; reflecting; being alert, clear-minded, observant | √ / √ | √ / √ |

**Code to Understand the Matrix:**

- √ / √  Important in theory and for respondent.
- √ / X  Important in theory and somewhat important for respondent.
- √ / --- Important in theory but not for respondent.

Both companies generally in line with the theory about how the design of the change process model leads for transformational change success. As seen from the table there is a criteria that seem not to be important for both companies which is the plan to create short-term wins.
5.2 What are the Transformational Leader Common traits and Competences required For the Change Process Model? RQ2

EMERG® and Leadership Trust® are in line with the conceptual framework on the role of the change agent and believe on the importance of leadership on managing the change.

Table7: Matrix Summary of Transformational Leader Common traits and Competences required For Change Success. (Source: author construction.)

I will summarize my analysis of the second research questions in table where the theory from the conceptual framework will be compared with the data that is derived from the two interviews and the webinar.

<table>
<thead>
<tr>
<th>Theory – Model: Characteristics &amp; Competencies.</th>
<th>EMERGE®</th>
<th>Leadership Trust®</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kouzes-Posner (1995) Leadership Competency Challenge</td>
<td></td>
<td></td>
</tr>
<tr>
<td>To challenge the &quot;Status Quo&quot;:</td>
<td>√✓</td>
<td>√✓</td>
</tr>
<tr>
<td>Inspire a Shared Vision - Enthusiastic, and optimistic.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>To encourage others to Act:</td>
<td>√✓</td>
<td>√✓</td>
</tr>
<tr>
<td>Collaboration, cooperative goals and building trust.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Empowering them, giving them options, and developing their skills.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>To become Model</td>
<td>√✓</td>
<td>√✓</td>
</tr>
<tr>
<td>Honesty (Integrity): A reflection of values and ethics.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Competent: Capable and effective ability to get things done</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Avolio &amp; Bass (1994) Transformational Leadership &amp; Behaviour</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Idealized Behaviours</td>
<td>√✓</td>
<td>√✓</td>
</tr>
<tr>
<td>Have strong sense of purpose, Trust and Role Models For Followers.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inspirational Motivation</td>
<td>√✓</td>
<td>√✓</td>
</tr>
<tr>
<td>Communicate Vision – and Commitment to change</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intellectual Stimulation</td>
<td>√✓</td>
<td>√✓</td>
</tr>
<tr>
<td>Stimulates followers to innovate, question assumptions And seek differing perspectives when solving problems.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Individualized Consideration and Attributes :</td>
<td>√✓</td>
<td>√✓</td>
</tr>
<tr>
<td>Coaching, Listening to Others and promote self development.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Change Agent Characteristics and Competencies

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Vision and Communicate this vision.</td>
<td>√/√</td>
<td>√/√</td>
</tr>
<tr>
<td>Follower Motivation</td>
<td>√/√</td>
<td>√/√</td>
</tr>
<tr>
<td>Authentication</td>
<td>√/√</td>
<td>√/√</td>
</tr>
<tr>
<td>Facilitative</td>
<td>√/√</td>
<td>√/√</td>
</tr>
<tr>
<td>Coaching</td>
<td>√/√</td>
<td>√/√</td>
</tr>
<tr>
<td>Collaboration</td>
<td>√/√</td>
<td>√/√</td>
</tr>
<tr>
<td>Self Awareness</td>
<td>√/√</td>
<td>√/√</td>
</tr>
<tr>
<td>Emotional intelligence</td>
<td>√/√</td>
<td>√/√</td>
</tr>
<tr>
<td>Politics and Power of influence</td>
<td>√/√</td>
<td>√/√</td>
</tr>
<tr>
<td>Adaptability</td>
<td>√/√</td>
<td>√/√</td>
</tr>
</tbody>
</table>

#### Code to Understand the Matrix:

- **√/√**: Important in theory and for respondent.
- **√/x**: Important in theory and somewhat important for respondent.
- **√/---**: Important in theory but not for respondent.

Both companies generally in line with the theory that transformational Leader Common traits and Competences required for the Change Process Model.
5.3 What is the impact Of Organization Culture on Transformational Change Success: RQ3?

In my conceptual frame work (Schein,1990) emphasize on the importance to build on the fundamental levels of culture in terms of beliefs, values, and assumptions. Internal integration management permits daily functioning and the ability to adapt and learn. This done through the distribution of power develops rules, and allocating rewards.

EMERGE created the Cultural Health Indicator (CHI) as a culture measurement instrument, it examined the culture dimensions when organization change and it is a validated instrument that measures organizational culture from an “as is” perspective.

The EMERGE Cultural Health Indicator (CHI) is in line with (Schein,1990) in terms of the importance of leadership, trust, collaboration, communication, involvement, authority but differs on the finance dimension. CHI is more comprehensive and deals with external market environment integration.

Schein, (2005) on his six different ways in which culture evolves focused on the leadership, teams and groups.

Liz Pellet at EMERGE in line with the Schein culture evolve importance since it created an employment brand in the context of culture to increases the ROI of recruitment. It measures the impact of critical success factors associated with the organization employment brand identity and organizational culture which will allow you to successfully attract, retain and repel. It focuses on the leadership role and employees on different hierarchy levels.

Liz Pellet at EMERGE in line with the Elsass & Veiga, (1994), on acculturation theory to avoid culture collision and reduce significant stress and tension in interacting with and adjusting to a new organizational culture. But differ on supporting culture integration more than multiculturalism since integration is more effective based on developing a new culture from both former cultures of the partners that include the best elements from both organizations even when both cultures are strong.

This in line with Liz Pellet at EMERGE that focus on companies mergers as main business challenge and developed a cultural due diligence (CDD) used for assessing, integrating and transforming organization cultures when mergers.

In my conceptual frame work Sales & Mirvis, (1984), stated the post merger phase three major cognitive processes in the dominated culture: polarization, evaluation and ethnocentrism.

This in line with EMERGE Cultural Health Indicator (CHI) in encouraging both polarization and evaluation where the two cultures contrasts are highlighted and organization culture negative values are eliminated and on developing a plan to avoid the ethnocentrism dominated culture that each culture never has the initiative to discuss the point of view of the other.
In my conceptual framework (Cameron & Quinn, 1999) Composite two-by-two of understanding types of organization culture clan and hierarchy. EMERGE Cultural Health Indicator (CHI) is in line with Cameron & Quinn Internally focused with Flexibility (Clan Culture.) on the importance of leadership dimension and communication to create a sense of cohesion with strongly shared goals. It is in line with Cameron & Quinn internally focused with stability and control (Hierarchy Culture): on the importance of decision making dimension and authority levels.

With EMERGE Cultural Health Indicator (CHI) is in line to (Allot & Alain, 2005) that communication is a dynamic and continuous process occurs in a context of events.

Leadership Trust® is in line with Schein,(1990) that emphasize on the importance to build on the fundamental levels of culture in terms of beliefs, values, and assumptions.

Leadership Trust® is in line Sales & Mirvis, (1984) on focusing on the assessment of the human and cultural elements of the individuals to avoid ethnocentrism dominated culture. Leadership Trust® is in line (Cameron & Quinn, 1999) on (Clan Culture.) Importance of leadership dimension and communication but differs on (Hierarchy Culture) since it is based on self awareness with less authority control since it beliefs not so much how others perceive you as a leader as it is how they perceive themselves in your presence through cultural integration. The leader should optimize his communication style through a personal transformational process to communicate his vision.

Leadership Trust® is in line to (Allot & Alain, 2005) that communication is a dynamic and continuous process occurs in a context of events. The communication message through Leadership Trust® focus more on optimizes leader communication skills through four channels: Mind, Body, Emotions, and then there is a master channel some people may refer to as spirit.
I will summarize my analysis of the first research questions in Table 8 where the theory from the conceptual framework will be compared with the data that is derived from the two interviews and the webinar.

<table>
<thead>
<tr>
<th>Theory – Model</th>
<th>EMERGE ®</th>
<th>Leadership Trust®</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Schein Model For Organizational Cultural levels (1990) Six different ways in which culture evolves.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General evolution in which the organization naturally adapts to its environment.</td>
<td>√/√</td>
<td></td>
</tr>
<tr>
<td>Specific evolution of teams or sub-groups within the organization to their different environments.</td>
<td>√/√</td>
<td>√/x</td>
</tr>
<tr>
<td>Guided evolution resulting from cultural insights on the part of leaders.</td>
<td>√/√</td>
<td></td>
</tr>
<tr>
<td>Guided evolution through encouraging teams to learn from each other, and empowering selected hybrids from sub-cultures that are better adapted to current realities.</td>
<td>√/√</td>
<td>√/---</td>
</tr>
<tr>
<td>Planned and managed culture change through creation of parallel systems of steering committees and project-oriented task forces.</td>
<td>√/√</td>
<td></td>
</tr>
<tr>
<td>Partial or total cultural destruction through new leadership that eliminates the carriers of the former culture (turnarounds).</td>
<td>√/---</td>
<td>√/---</td>
</tr>
<tr>
<td>Elsass &amp; Veiga, (1994), Acculturation theory Multiculturalism vs. Integration to avoid culture collision</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Based on acculturation theory the organizational change in the case of merger involves combing two distinctive organizational cultures or imposing one over the other. Therefore, employees, especially from the acquired firm, are likely to experience significant stress and tension in interacting with and adjusting to a new organizational culture. He recommended fostering multiculturalism to avoid culture collision Multiculturalism, in which both organizational cultures are equally valued, recommended as a useful approach, especially when both organizations have strong and distinctive cultures.</td>
<td>√/x</td>
<td>√/x</td>
</tr>
<tr>
<td>Cameron and Quinn (1999) have developed an organizational culture framework Two-by-Two Models</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internally focused with Flexibility and Discretion (Clan Culture): This model has a sense of cohesion, with goals that strongly shared and its goal is to manage the environment through consensus, involvement and teamwork.</td>
<td>√/√</td>
<td></td>
</tr>
</tbody>
</table>

- 96 -
Internally focused with Stability and Control (Hierarchy Culture): This "command and control" model often relies on consistency, formal structures, policies and procedures to keep things running.

Sales & Mirv, (1984), Post merger phase three major cognitive processes in the dominated culture.

<table>
<thead>
<tr>
<th>Process Description</th>
<th>√/√</th>
<th>√/---</th>
</tr>
</thead>
<tbody>
<tr>
<td>Polarization, people describe the two cultures to highlight contrasts.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evaluation, for each dimension described dominated culture placed a positive value on their pole and a negative value on the other's pole.</td>
<td>√/√</td>
<td></td>
</tr>
<tr>
<td>Ethnocentrism, dominated culture was unwilling or perhaps not yet ready to see behaviors and events from the point of view of the other.</td>
<td>√/-</td>
<td>√/-</td>
</tr>
</tbody>
</table>


<table>
<thead>
<tr>
<th>Message Characteristics</th>
<th>√/√</th>
<th>√/---</th>
</tr>
</thead>
<tbody>
<tr>
<td>Significance: Messages are about big issues resulted from the change.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>It reflects the present and future of the people and organization performance.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Values: Messages reflect vision, mission, and culture.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consistency: Messages exemplify stated values, behaviours and will generate credibility.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cadence: Messages occur with regularity, rapidly and frequency.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Key areas of focus On organization change during mergers, when these two are strongly linked, new corporate knowledge can facilitate consolidation.

Integration Preparation: Conducting organizational culture assessment will help on employee development and organizations aware to leverage the performance strengths of their corporate cultures.

Due Diligence.

<table>
<thead>
<tr>
<th>Code to Understand the Matrix:</th>
<th>√/√</th>
<th>√/---</th>
</tr>
</thead>
<tbody>
<tr>
<td>√/√                                 Important in theory and for respondent.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>√/X                                 Important in theory and somewhat important for respondent.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>√/---                               Important in theory but not for respondent.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Both companies generally in line with the theory about the impact of Organization Culture on Transformational Change Success
5.4 Comparison of EMERGE ® and Leadership Trust® Consultancy

Both companies, generally in line with the theory about the design of the change process model leads for transformational change success.
The cross case analysis indicated that neither of the companies use plan for and create short-term wins.
The cross analysis reviled that the clarity to form a powerful guiding coalition is some what considered in EMERGE ®, this is something Leadership trust did not consider.

5.4.2 What are the Transformational Leader Common traits and Competences required For Change Success? RQ2
Both companies, generally in line with the theory about the important of transformational leader competencies on change success.
The cross analysis reviled that Emotional intelligence is considered in EMERGE ®, this is something Leadership Trust some what consider. This was because Leadership Trust® does not rely on techniques in the transformation process. It instead relies on an approach that creates a deep fundamental change within each individual mainly on self awareness.
In contrast, EMERGE ® combines both self awareness techniques and social awareness. It focuses more on building relationship with followers and developed adaptability. It focuses more on self and social awareness.

5.4.3 What is the impact Of Organization Culture on Transformational Change Success? RQ3
Both companies, generally in line with the theory about the impact of organization culture on transformational change success.
The cross case analysis indicated both companies use acculturation theory to avoid culture collision but indicated that neither of the companies’ uses multiculturalism since both focus on integration. Integration is about developing a new culture form both former cultures of the partners that include the best elements from both organizations.
The cross case analysis indicated that neither of the companies use partial or total cultural destruction through new leadership that eliminates the carriers of the former culture (turnarounds).
This is because both focus on integration.
The cross analysis reviled that Integration Preparation and Due Diligence considered is considered in EMERGE ®, something Leadership Trust® did not consider.
6.0 Conclusion
In this chapter I will present my findings and conclusions from my research. The purpose of these conclusions is to answer the three questions, which were stated in chapter one. After that, implications for management, theory and future research will be suggested.

6.1 How Could the Design of the Change Process Model leads for transformational Change Success? RQ1
Change is distinguished based on the scope of change to evolutionary and transformation. The former occurring gradually and the latter radically affecting the whole organization. Comprehensive change process model can support leaders and employees to become aware of what is required in transformation so they do not fall back into their reactive, controlling, and project-management-based approaches. For change to occur, attitudes, and values at all levels of an organization must be congruent with the vision and goals inherent in the process.

EMERGE ® International approach the change through true employment brand that can attract and retain the right employees and repel the ones who just won’t fit. It provides more assessment tools and trends for organization change success, while Leadership Trust® entire transformation process approach is based on self-awareness as the key to a powerful leadership. The leader must first learn how to master and lead himself before he can lead others.

In conclusion, the research has shown the effective role of transformational process model in organization change success. Leaders plan for the change as thinking disciplines for influencing them, rather than prescriptions. There is no right or wrong theory to change management since it’s not an exact science. However through the ongoing research reviews and studies, a clear picture of what it takes to lead a change effort effectively will continue to emerge and will require fresh insights on the appropriate change process.

6.2 What are the Transformational Leader Common traits and Competences required For the Change Process Model? RQ2
Facilitation is the most powerful leader role during organization change. The essence of facilitation is to value employee’s beliefs, design and manage a change process, resolve core transformational issues and develop transformational plan that helps the employees to accomplish change objective.

The view of transformational change management within the paradox of maintaining alignment, whilst enhancing adaptability and ensuring continuity in core organizational processes depends on the competencies of the leader as a transformational and as a change agent.

Transformational leadership is a behavioral process consider the role of followers and capable of being learned within organizational and work contexts. Leaders should consider the competencies that the
individual possesses (Self competencies) and compare those needed to fill leadership position (organization competencies) for better change

Change efforts often require a champion for change who continues to build and sustain strong enthusiasm about the change. Change agent is often self motivated and create a supportive environment for change by creating and communicating a compelling vision.

EMERGE ® International support the idea that leader's credibility is a result from being able to motivate the employees to understand the need for change and to create a positive environment for change.

Highlight the importance of the leader as change agent during organization transform. A change agent creates an organizational culture that embraces the change initiative and awards those who work towards change.

Leadership Trust®, support the idea that emotional offers optimal individuals skills, and that is because what constitutes one's emotional quotient more than anything else is self-awareness. The leader represents his leadership style through his personality which has everything to do with how he communicates. Leadership goes so far as to say that leadership is all about authenticity.

In conclusion, there is no one right change leadership style. Transformational leaders can adapt their leadership style to the needs of the change situation and make a balance between goings with the flow and adapt themselves to the environment. Their leadership style change as the situation changes during the change phases. The style is partly decision making style and partly way of motivating employees.

6.3 What are the Transformational Leader Common traits and Competences required For the Change Process Model? RQ3

Leaders must design and implement the transformation process based on the desired culture's norms. Addressing the cultural aspects of the organization and leadership communications will help and sustain change.

Identifying cultural compatibility is one of the most important considerations in the assessment of the mergers. Integration is about developing a new culture form both former cultures that include the best elements from both organizations.

EMERGE ® emphasized that healthy culture leads engaged employees in the foundation of business success. Culture is the collective beliefs and behaviors, also referred to as norms that get communicated either directly or by example. EMERGE created an employment brand in the context of culture to increases the ROI of recruitment. It measures the impact of critical success factors associated with the organization employment brand identity and organizational culture which will allow successfully attracting, retaining and repelling.
Organizational culture plays an important role in mergers. Cultural Due Diligence (CDD) is used for assessing, integrating and transforming cultures.

Leadership Trust® created self-awareness brand in the context of culture to increases the ROI of leader development and training. The leader should optimize the way he directs his beliefs and emotions which translates into greater credibility and esteem for him within the professional arena, greater satisfaction for followers, greater retention, and return on investment (ROI) for his organization based on the company cultural integration.

In conclusion, the keys for change success are to communicate the vision, reinforce organizational culture and assure that employee actions and behaviors are aligned to the organization change goals.
7.0 Implications

7.1 Implications for Theory

The purpose of this thesis has been to investigate and provide better understanding of a specific area “The Role of Transformational Leadership in Organization Change Success”, what I wanted to do was to gain better understanding of leadership and organization change by answering the research questions regarding the change process models, transformational leadership competencies and the impact of organization culture on transformation change success. I conducted two interviews with two companies The EMERGE ® consultancy specialized on understanding and assets the impact of organizational culture and The Leadership Trust ® consultancy recognized experts in leadership and self-awareness development and training. I then analyzed these interviews and answered research questions, and performed additional data collection by attending a webinar to get more support on my research question. I wanted to contribute to already existing research but as stated in chapter one there is a need for further research consideration. When looking at theories that were used in my research, theories and the complimentary studies have proven to correlate well with the empirical findings. Yet there are some deviations between empirical data and the theories displayed in the conceptual framework. I can discover that the research correlate with the empirical data on forming guiding coalitions but was not strong enough in the importance of building a guiding coalition as a step build a team. Coalitions are formed around a common interest or problem for the purpose of uniting resources to be used toward a common goal. It’s an issue-oriented coalition that usually a short-term effort that focuses on a particular issue. Deciding whether to join a coalition is both a rational and an emotional decision. Rationally, one must consider whether one's effectiveness and one's ability to attain one's own goals would be enhanced or harmed by participation in a coalition. Emotionally, one must consider whether one likes the other people or groups, and whether cooperating with them would be easy, or more trouble than it is worth. Usually when two people, groups, or organizations' goals are compatible, forming a coalition is to both groups' benefit. Despite the fact that his concept of a guiding coalition focused primarily on the coming together of position ally powerful members of the organization, and also emphasizes the importance of helping people to 'see' more clearly and to deal with the psychological and emotional dimensions of change. The weakness comes from that member can get distracted from other work. If that happens, non-coalition efforts may become less effective and the organization may be weakened overall. This emphasize that the theory addressed in the literature should recognize the importance of expanding its scope and complexity beyond this core coalition to include the team term since power is also much
more diffuse in a coalition than it is in a formally constituted team.

Once leader formed, the "change coalition" then he needs to work as a team, continuing to build urgency and momentum around the need for change.

Forming a strong implementation team is necessary to plan, carry out and sustain changes. It's usually a permanent and recognizes the value of mobilizing together for action over a longer period of time. The team provides more effective involvement, organizational styles, cultures, and relationships. Teams support the needs to shift towards the underlying dynamics of change, and how managers might engage with these more effectively to build team works for beneficial changes supports. Other than the coalitions and team issues, I believe that the theories that I used has been appropriate and relevant for my research.

7.2 Implications for Management

In my thesis have investigated the role of transformational leadership in organization change success. Thus the managerial implications will concern of the leaders and managers who conduct change.

- The leader should consolidate short-term wins achievements and making progress towards the longer term goals. One of the key challenges for leaders and change agents is to identify early successes as part of the overall planning process. As well as looking at longer-term goals for change it's also important to focus on smaller, more immediate achievements. Manager often complain about being forced to produce short-term wins, but under the right circumstances this kind of pressure can be a useful element in a change process. Short term wins have to be created by deliberate planning and action. Short term wins must be visible to everyone, achieved within a short period of time. When it becomes clear that cultural change efforts will take a long time, urgency levels usually drop. Commitments to produce short-term wins can help keep complacency down and encourage the detailed analytical thinking that can usefully clarify or revise transformational visions. A short-term win boosts employee confidence in the process, helping to make their efforts seem worthwhile, and gives the people responsible a chance to relax and enjoy their achievement. Short-term wins also link achievements back to the original vision, Undermine cynics and self-serving resisters; and provide clear improvements in performance, provide opportunities to celebrate and to build morale and motivation, which are needed to keep change efforts moving forward down the long road ahead the leader while celebrating short-term wins should avoid complacency and keep in mind that these changes in the organization are urgent. Keep focused on long-term goals and use a clear policy statement to make them meaningful and immediate.
The role of the leader as facilitator and coach during organization change. Coaching is future-focused, not past-probing. The coach moves between instructional and facilitative coaching strategies based upon assessment of the coach’s needs and in pursuit of agreed-upon goals. The role assumes that coaches are willing and able to help leaders deal with the toughest issues of emotional; the coach is a fully-present listener who moves skillfully between instructional and facilitative strategies.

The key features of good coaching are one-on-one and the relationship between employee and coach is tailored to employee needs and goals. The coach is facilitative, his role is a supportive one, helping employee in the processes involved in working towards change outcomes. The coach is also instructional, his role is outcome oriented to help employees discover and amplify employee strengths and work on their limitations.

The importance role of emotional intelligence where accurate self-assessment and knowing one’s strengths and limits increases the flexibility in adapting to changing situations. It strengthen the self awareness with building on relationship management where guiding and motivating using a compelling vision, developing others and initiating, managing and leading in a new direction, teamwork and collaboration And cooperation and team building. So emotional intelligence area includes both the self and social and relationship awareness.
7.3 Researcher Recommended Change Process Model

The recommended model could be used by leaders to guide a transformation process at the organization. The methodology used to design the change process is based on the scope of change and the degree of employee involvement. It is adopted from the positive aspects of effective change studies reviewed on the research and offers a guidance of insights about where organizations should pay special attention when initiating a change process.

Although people are often quick to oppose change they view as undesirable, they are even quicker to adapt to new environments. Consequently, instead of trying to transform existing organizations, this change process model is based on building a new organization and gradually transferring people from the old one to the new one.

This model seeks to shift the focus of change from the organization to the employees. It exploits their natural adaptive nature and avoids the many complications associated with trying to change people or their culture. Employees instead of being able to oppose change, they are faced with the prospect of adapting to new environment and rewarded to manage with great facility.

This change process model in the new organization will take in consideration the following:

- **Communicate a Compelling Vision:** Creating a shared need for change and making sure that the desired outcome of change is clear, legitimate, and widely understood. The vision and values during transformation determines the gap that must be closed between the organization's current state and its desired future values.

- **Reality and Consistency:**

  There is always a discrepancy between what an organization strives to achieve, and the beliefs and values actually displayed. The Leader needs to become the figurehead of building on short gains and think strategically and creatively to objectively create a transformational long term change plan. Lows scope change means incorporating new beliefs and behavior to create a more enabled culture. It acknowledges and preserves the general working framework and is more achievable and practical as a strategy. The leader should maximize his short run gains from this situation improvement and build (high change plan) by linking the culture to real business goals and understanding the expected type of resistance and how to de escalate it to provide a real buy in for the change.

- **Mobilizing Commitment:**

  This is the DNA that leaders can use to lead the organization transformation change. They make sure that there is a commitment to make the change work, from different levels of management hierarchy. There is no need to a transition state only unfreeze the current situation and motivate employees to changing the
way of behaving in their work. The unfreeze state requires stabilizing the change by aligning leadership competencies with cultural dimensions and involving people at a rational and emotional level. The leader should work on achieving the paradox stability of maintaining alignment, whilst enhancing adaptability depends on the competencies of the leader as a transformational and as a change agent.

- Culture and Team Assessment:

Leadership solution to enhance performance includes both organization and team level. The organization level includes elements of organizational culture and influence of leadership styles on individual performance.

The team level includes process of group and team formation and the role of interaction of group and team members. Cultural content refers to the relative ordering of beliefs, values, and assumptions.

Leader should ensure to design and implement a change process that demonstrates the desired organization culture. The change process should take in consideration the individuality culture in terms of creativity and flexibility, and teamwork culture in terms of collaboration and direct communication.

There is no one right culture for an organization. There are only cultures that fit more or less to the particular situation of the organization. To ensure successful culture merger leaders should created the conditions for measurable business success. This done through Cultural Due Diligence that integrates and prepare due diligence teams with cultural criteria to collect data on culture and use tools to assess potential culture fit and issues.

Leaders should understand that the change is a continues process and appreciate the threats it faces or the future opportunities it encounters. This requires enlisting and involving the leaders of the organization and keeping them involved is one such way to create a turnaround situation on short deadlines. Monitoring include coaching and facilitative leadership skills.

Institutionalization:

This is including internal integration mechanisms and policies that permit daily functioning and the ability to adapt for new changes. Making sure that once change is started, it endures, that learning in one part of The process and the other is sustainability. Learning require leader coaching capabilities and the sustainability of this model depend on how organizations choose to deploy it depends on their own structure and culture. The leader need to review it from time to time since organizations are encouraged to operate under the assumption that cultural differences exist, and they must actively work to manage these differences throughout ongoing change processes and measurements.
7.4 Further Research Recommendation.

While working with the research questions several interesting issues have arise and can therefore be subjects for research:

- “It is sometimes held that the best way to investigate corporate culture is through interviews with top managers, but the outcome of this approach tends to be a description of the espoused ideology of those managers. Organizational culture and managerial ideology are not the same” (Anderson, 2001). The research addressed the impact of culture and communication on change success with more focus on the concept of leadership dimension on culture integration. This research analysis and its implications will be a step toward using the EMERGE culture assessment instrument (CHI) and cultural due diligence tools with empirical research, that focus on a specific context like financial and banking industry or a specific strategic organization change initiative like merger and question. This link can improve the likelihood of the success of change efforts since leaders can get benefit on how to adopt for both external and internal organization environment resistance factors.

- The research studied the role of leadership solutions to enhance performance from organizational level like elements of organizational culture and influence of leadership styles on individual performance. There is a clear separation between the leadership impact and the decision to change the organization’s direction. Hence, thought leadership, in itself, does not automatically entail a journey. Moreover, some changes in a team’s practices can be implemented immediately, unlike large scale change that is normally a project extending over a lengthy period of time. The study of team level in terms of the roles and process interaction of group and team formation strategies and apply conflict management methods, thought leadership to enhance group and team performance can be an exciting area of research.
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APPENDIX A: INTERVIEW GUIDE

The master thesis will focus on the role of transformational leadership on organization change success. It will address the positive aspects of change process in terms of its process model design, transformational leadership and organizational culture.

General Information:

Company Name:
Respondents name and title:
Number of employee:
Year of establishment:
How often does your company engage in organization change assessment?
How often does your company engage in leadership development?

Interview Guide:

1) How would you, in your own word, describe the concept of organization change?
2) What's your approach to organizational transformation?
3) What challenges and opportunities affected organization ability to make this change?
4) Describe on your own word, what’s the role of change agent?
5) How do you communicate your vision and motivate your employees?
6) What’s the leader competences needed for transformational organization change success?
7) How do you define your organization culture?
8) Can you describe the positive or healthy aspects of your culture?
9) What are your organization culture assessment tools?
10) How does culture impact organization during change and merger?
11) Do you have any thing to add?
APPENDIX B: DICTIONARY

“Webinar”: Short for Web-based seminar, a presentation, lecture, workshop or seminar. That is transmitted over the Web. A key feature of a Webinar is its interactive elements - the ability to give, receive and discuss information. Contrast with Webcast, in which the data transmission is one way and does not allow interaction between the presenter and the audience.