

Leadership and Management

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**Critical Review of Chapter Three “The Role of Leadership in Change Management” in
“Leading Change” by Jeffrey, J. & Matthews, R. (2013).**

“Leading Change” by Jeffrey, J. & Matthews, R. (2013) offers an in detail analysis of the organizational change process and the critical role the leadership plays. The authors’ evaluation of the full range of themes and topics engrained in leadership has informed my understanding of the role of a leader thus playing a pivotal role in my personal and professional development. In this review, I solely focus on chapter three of the book as it examines the influence of past experiences to the determination and vision of a leader. In Chapter three of the book, “The Role of Leadership in Change Management” Jeffrey & Matthews, (2013) examine the leader as a critical enabler of the change process and explore the avenues through which leadership is used to inspire others to achieve their goals. Through in-depth analysis in the chapter, the authors underline creating a vision, aligning relationships around the concept, and encouraging others to achieve the concept as the critical contribution leadership makes to the change process. The chapter extensively covers a wide range of factors that trigger organizational change and the frameworks that effectively drive the change process. This thoughtful review critically evaluates the theoretical underpinnings of leading organizational change in the chapter in line with my past experiences in life with the transition to fully assess my abilities as a facilitator and a leader of change.

In the first section of the chapter, Jeffrey & Matthews, (2013) describe the definition of the role of leadership sourcing from Northouse (2004) who notes that leadership entails influencing others to achieve the desired vision. The authors also relate the role of leadership to Kotter (1990) who expresses the differences between management and leadership. The authors present Kotter’s (1990) argument that management aims at maintaining the enterprise while

leadership focuses on change. Despite the thin line, the two concepts carry the responsibility used to achieve the success of an organization, to develop effective actions for individuals to achieve goals, guiding, motivating and setting a clear vision for employees in line with the goals of the organization (Jeffrey & Matthews, 2013). In my understanding, leadership, and management, as widely applied in a wide variety of organizations, form a compatible relationship for implementing change even though management is based on order and consistency, leadership is based on a change

Jeffrey & Matthews, (2013) proceed by examining roles primarily defined to be for leadership and management such as decision making and capacity building and how each entity approaches them differently. For decision making, the authors note that management relies on goal setting, planning and budgeting and implementation for decisions on what needs to be done. On the other hand, leadership focuses on creating a vision and working to achieve that vision. While leadership paths play an integral role in facilitating the change initiative, the authors caution on the creation of visions that are not considerate of the needs and priorities of key stakeholders in the organization. They incorporate the argument that a history of past success in the change process supports the self-belief and arrogance of leaders. Through own experiences, I can attest that past success in a single change process motivates and supports an individual to take up more change processes. Like most leaders, the first change attempt is often marked as challenging and critiqued more than it is recommended. As I decided to change from a science course to a business one, I received a lot of critique on the decision but choose to believe in self which leads to a successful transition. Success in the change process is a motivator to believe more in self and as Jeffrey & Matthews, (2013) argue, this may blind the leader from observing a

flaw or sufficiently regarding the perspectives of others on the vision due to high self-belief in other change processes.

Besides self-belief and arrogance, Jeffrey & Matthews (2013) note that leadership also fails to identify flaws and weaknesses in the vision due to the leadership's relationship with others. For fear of repercussions and the leader's judgment, subordinates fail to challenge the vision of the leader even if they are aware of points of weaknesses. Much of leadership is built on relationships and interactions supported by effective communication. As a frequent group leader, I have learned that critique and challenging an idea is one of the best ways to improve and enhance it further. However, challenging and critique stem from good interactions and effective communication. Thus, as a group leader, my basic approach is often to create a rapport that supports constructive criticism — drawing from Janis (1972), Jeffrey & Matthews (2013) term this as 'groupthink' which through experiences has helped me understand the right things to do and also retain the full support of my team. Besides, I concur with the arguments sourced from Ruch et al. (2005) that leadership decisions have to be made before management decisions for better buy-in during the implementation process. The argument communicates that creating a vision should be the first step a leader takes on a change process path.

Jeffrey & Matthews (2013) further examine the duty of developing the capacity to perform a change and ensuring the change is achieved. On capacity, the authors note the organizing and staffing are the primary approaches used by management while aligning, communicating and creating coalitions are the avenues exploited by leadership when developing capacity. At the core of the leaders' ability to achieve this aim is effective communication Jeffrey & Matthews (2013) argue that miscommunication and ethical reporting are the potential problems that hinder the ability of the leader to succeed in the change process. Examining my

past life experience with change, I agree that it is the responsibility of the leader to spearhead effective communication from the inception of the vision to the evaluation of effectiveness after implementation. In my case, communication was with the family who forms my support system. By letting them understand my purpose, short-term aims, and long-term vision clearly and ethically, I was able to gain their support. Despite the different expectations, this can be applied to leadership. Stakeholders, subordinates, and peers form a support system held together by effective communication. Jeffrey & Matthews (2013) suggest that the leader has to identify those that might sabotage the process and credibly listen and address all their concerns thereby aligning all entities with the vision.

On implementation and ensuring that the vision is achieved, Jeffrey & Matthews (2013) note that the management ensures plans are achieved through controlling and problem-solving whereas leadership focuses on motivation and inspiration. The authors identify the approaches leaders can use to be articulating the vision to be in-line with the values of the people, engaging individuals from the inception stages of the vision, offering support to others through provision of supplementary services such as feedback and having a reward system. Based on the little experiences I have had with part-time jobs and professional jobs, most employees are more motivated with intrinsic efforts rather than an open reward system. My ideal work environment is one that I am appreciated and recognized for the work I do on a daily basis through feedback and mentorship opportunities. Hence, good leadership has to acknowledge the role employees play in facilitating the vision by motivating and inspiring them.

After examining the activities of management and leadership, Jeffrey & Matthews (2013) note that even though they vary, they complement each other and are both primary in the success of the change process. The authors include the argument that individuals are hired to

management positions and have to perform the activities of management and leadership simultaneously. In this, the authors note that while on duty the managers have a dual responsibility to keep the system operating effectively and ensure it remains sustainable for a longer term. Jeffrey & Matthews (2013) acknowledge that more effort has been placed on managers having the capabilities to lead transformational change. While the ability to lead change can vary, I believe managers are at a position to understand the best path for organizational change and effectively lead the change. As managers, day to day interactions with employees allows a better understanding of all the aspects of the enterprise. This comprehension enables the leadership's responsibilities of creating a path for the change and aligning all entities to this change process. Hence, I agree with Jeffrey & Matthews (2013) that managerial responsibilities support the development of leadership behavior which embodies aspects such as recognizing the need for change, setting sights, communicating the vision, conjuring a change strategy, engaging others and providing extensive support.

On leadership styles, Jeffrey & Matthews (2013) argue that the assumptions leaders harbor play a significant role in the style the leader applies. The authors elaborate by annotating that leaders with the understanding that an individual has to be directed or coerced to perform take a directive and more autocratic leadership style which is often results driven. The authors source the understanding from McGregor's theory X which supports a wide range of assumption which emphasizes more on the economic value and output. In my past experiences professionally, I could work under different team leaders. From this I understood those team leaders create guidelines that have to be followed more so on schedules without the incorporation of the ideas of others were often challenging to work with. One particular manager openly admitted that he fears that without his direction the team cannot perform any activities. This only

indicated that he doubted the capability of his team and was not willing to accommodate the different perspectives of other entities. These are the assumptions Jeffrey & Matthews (2013) warn about as they are destructive to the intrinsic drive of the employees.

On the other hand, Jeffrey & Matthews (2013) also incorporate the argument of theory Y which notes that the expenditure of physical and mental effort is as natural as the rest. The authors argue that leaders who believe in the theory Y, allow their employees to exercise self-direction and self-control on the activities they are engaged in. As a result, the managers create a rapport that supports creativity, innovation and employee commitment to the agenda of the organization. The specific traits of leadership behaviors discussed in the context of the democratic leadership style are consideration explained by mutual trust and initiating structures. I found it interesting to work with an open team leader who allowed team members to take part in the development of schedules and guided us rather than directing every move we took. The leaders often shared the character of being open to sharing ideas and incorporating the understanding of other individuals. I found these traits to be highly motivating and a key facilitator of creativity in ideas, conceptualization, and execution. This experience supports Jeffrey & Matthews (2013) argument that a leader's style can have negative and positive effects.

On close analysis of my past experiences, I found that I related more to the charismatic leadership style advocated for by Jeffrey & Matthews (2013) but with also high participation in an informal style. I draw this from my experiences as a leader on different levels including a chess team back in high school. As a highly motivated individual, I always approach leadership with goals, support for others and commitment to the vision. However, also as a highly interactive individual, I prefer being visible and interacting with the individuals to ensure I understand their perspectives, motivate them on a personal level and envision a positive future

with others. On small scale leadership, the effect of this informal style is not widely visible, but Jeffrey & Matthews (2013) warn that on a large organization, the approach may upset or undermine the role of low-level managers. However, the authors emphasize that leadership has to pay attention to followers as success in the change process relies on harmonious co-existence of the two entities. In the concept, Jeffrey & Matthews (2013) underline that leadership is a collective effort of sense-making and direction giving in a means that's embodied with mutual trust and respect for hierarchy and organization.

Jeffrey & Matthews (2013) explore the concept of collective leadership on the legal front of a company's board and the CEO. The analysis notes that collective leadership is imperative in specific areas that singular leadership envisions and lead change to the satisfaction of influential stakeholders. The leadership approach still has to influence others to follow even though Jeffrey & Matthews (2013) still note that leadership groupings are often fragile. The weakness is within the leadership group known as the strategic couple and the leadership and constituents known as organizational coupling. When the priorities of the leaders' group differ with that of the followers, the change process is threatened as the ability of leaders to influence change is compromised. For environmental coupling, the fragility is engrained in the degree of convergence between the leadership's vision and the priorities of influential stakeholders.

Jeffrey & Matthews (2013) effectively identify other influential factors to be self-efficacy of the leader which is the self-confidence of the leader. The author analyses the case of a leader in a medical facility and identifies how weaknesses in collective leadership due to the conflict between the CEO, the board and the constituents led to the collapse of the project. The authors observe that change has to be characterized with unitary leadership groups, strategic, organizational and environmental weakness define fragility, it is hard to maintain alignment on

the three levels, and leadership affects political positions by how others judge the leader's actions. However, the authors source from Kotter (1995) and note that the sense of urgency, unfreezing, forming powerful coalitions, creation of a vision, exercising communication, empowering others and consolidating improvements. Jeffrey & Matthews (2013) summarize these responsibilities of leaders in creating a vision, aligning relationships and inspiring others to achieve the vision. I agree with the recommendations as Jeffrey & Matthews (2013) offer a better understanding of leadership and all its aspects and challenges. Moving forward, I will apply the knowledge I collected from this chapter in personal and professional capacities.

References

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