Corporate Leadership: A study of the corporate change skills in growing in the corporate world.

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Abstract: *Corporate Leaders are frequently required to lead change on a regular basis due to mergers, expansions into new markets and new initiatives to enter global markets compounding the need for change leadership. Frequent change is more the rule rather than the exception. This research paper attempted to examine how the corporate leadership achieved a successful outcome. The response scales took the form of the Likert Scale. The survey was distributed to a purposeful sample of 300 participants includes corporate leaders from different spectrum, represents different areas of specialization and comprises different sectors. Corporate leadership approach to change requires thinking about to influence followers to work towards and achieve a desired outcome. Corporate leaders that understand their corporate and its workers may select the appropriate approach to effect change.Study results may improve how corporate change takes place, so that corporate leaders can help employees prepare, plan and implement them. From the corporate leaders' perspective, this may validate feelings associated with change and the role it plays within the corporate. As a result, the corporate might be able to have constructive discussions with corporate leaders about how to plan ahead. Regardless of the type or size of the major change, corporate that seek to make change will glean insights from this study of how corporate leaders of corporate approached significant change.*

Key Words: *Globalisation, Resistance, Mergers, Sustainability, Incremental.*

1. INTRODUCTION:

1.1 Background

There is a constant pressure for corporate to change to create new strategies to keep pace in a changing marketplace (Hawkins, 2010), along with higher expectations from stakeholders, increased local and global regulations and a demand for better quality and innovative products (Van Marrewijk, 2010). To remain competitive, corporate changes must be evaluated and implemented over time (Appelbaum et al., 2008). However, several studies suggest that change is difficult and that even when done well, it tends to be successful only a third of the time (Beaudan, 2006; Appelbaum et al., 2008). The corporate leader plays a key role in the change process, in both its reception and execution, as well as how it affects the corporate and employees (Ahearne, Lam, Mathieu & Bolander, 2010).

Corporate Leaders are frequently required to lead change on a regular basis due to mergers, expansions into new markets and new initiatives to enter global markets compounding the need for change leadership. Frequent change is more the rule rather than the exception. This research paper attempted to examine how the corporate leadership achieved a successful outcome. Research indicates that when leadership introduces change, more often than not it is unsuccessful (Gilley, Dixon & Gilley, 2008). Yet there are some corporate that institute significant change and are apparently very successful. Regardless of the type or size of the major change, corporate that seek to make change will glean insights from this study of how corporate leaders of corporate approached significant change.

1.2 Statement of the Problem

Leading corporate change that is inspired by vision can also be a challenge. Kotter (1996) argues that new initiatives fail far too often when employees, even though they embrace a new vision, feel disempowered by huge obstacles in their path. Corporate leaders are often required to make a decision that it is time to change by shifting from the status quo to benefit the overall corporate. Their execution of the change process should include communicating a vision that will be embraced by followers that are willing to sustain support of the leader throughout the change process (Kouzes & Posner, 2002).

Corporate leaders should build ongoing relationships with followers to gain the support especially needed during a change process. Hackman and Jonson (2009) asserted that recognising that leaders and followers work together toward shared objectives should keep from overemphasizing the importance of corporate leaders or ignoring the contribution of followers. Corporate change is able to occur by efforts of both leaders and followers that lead to a successful outcome. Leading means influencing since corporate leaders must shape the attitudes and behaviour of others to help groups reach their goals, Hackman and Johnson (2009) added.

1.3 Purpose of the Study

The objective of the subject research is to seek out those aspects of leadership actions to improve corporate results as evidenced by key corporate metrics. Interestingly, seeking to understand those aspects of leadership that impede willingness for corporate members is also valuable. With a better understanding of which leadership aspects are felt as motivating attributes and those aspects that are felt as demotivating attributes, a corporate leader can then adjust their style to become more effective at fostering a more compelling approach.

The purpose of the study will be to verify existing research found in the literature review and to fill gaps identified in existing knowledge. Existing research exposes a foundation of knowledge on the topic of effective leadership. Corporate leadership does have different meanings for different people. So understanding more about the effectiveness of leadership will help corporate leaders to better understand their constituencies which could lead to greater corporate results.

1.4 The Significance of the Study

The increased pace of change in the corporate world has forced businesses to make some radical changes. A literature review, however, suggests that corporate change and development can often be unsuccessful (Desplaces, 2005), insofar as most corporate do not anticipate internal resistance (Beaudan, 2006). One approach is to communicate in advance that corporate change is imminent, although even this does not guarantee employee acceptance (Jimmieson et al., 2004).

Corporate change can be planned. Planned change is the systematic attempt to redesign a corporate in a way that will help it adapt to significant changes in the environment and to achieve new goals (Stoner, Freeman & Gilbert Jr., 1995). There is never a guarantee that planned change will be successful. Planned and predicable corporate changes do not always produce the expected results (Song, 2009). Kotter (1996) argues that major change is usually impossible unless most employees are willing to help, often to the point of making short-term sacrifices.

Leon de Caluwe and Hans Vermaak (2003) suggest five reasons, labelled with a colour, to describe how individuals' behaviour may shift towards change. Corporate leadership approach to change requires thinking about to influence followers to work towards and achieve a desired outcome. Corporate leaders that understand their corporate and its workers may select the appropriate approach to effect change. Kurt Lewin developed a triple-phase model in which actual changes are proceeded by unfreezing and followed by re-refreezing (as cited in de Caluwe & Vermaak, 2003).

Study results may improve how corporate change takes place, so that corporate leaders can help employees prepare, plan and implement them. From the corporate leaders' perspective, this may validate feelings associated with change and the role it plays within the corporate. As a result, the corporate might be able to have constructive discussions with corporate leaders about how to plan ahead.

1.5 Research Questions

The study examined the following research questions:

- Why did corporate leadership decide to make the corporate change?
- What key initiatives were used to gain acceptance to corporate change?
- What are the key resistance factors arise during the process of corporate change?
- How is it determined if the corporate change was a success?

1.6 Hypothesis

H_o: The necessity of corporate change skills is not growing in the corporate world in the era of post globalisation.

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2. LITERATURE REVIEW:

Citing global competition, flattening hierarchies, quality improvement programs, new technologies, the encouragement of entrepreneurial initiative and increasing diversity, Barger and Birby (1995) asserted that change is the rule in organizations…constant, even relentless change. Bhatti (2001) added cost reduction, production and customer service while Elving (2004) mentioned deregulation, privatization and business process design concluding, the only constant factor within corporations is the continuous change efforts of these organizations. Hitts, Keats and De Marie (1998) pointed to expanded financial resources, a blurring of industry distinctions and erosion in the divide between industrial and service businesses. Olson and Eoyang (2001) added to the list of change causes including high - speed communication, emerging markets, distribution of decision-making power across the corporation, reduced regulation and increased competition, corporate mergers and acquisitions and customer demands for increased speed and quality at reduced prices.

Rooted, according to Block (2001) and Clardy (2003), in the emergence of organizational development in the 1960s and 1970s, organizational change today may take numerous forms. Mercer Delta Consulting, LLC (2000) reported changes including new or redefined strategy; design and deployment of new organizational structures; profound changes in culture / operating environments; major innovations in pre-cuts, processes or distribution; strategic combinations such as mergers and acquisitions, which Kanter (1999) placed under the umbrella of industry consolidation; joint ventures; breakups; spinoffs and dis-investitures; downsizing; expansion into new regions; emerging markets, enhanced technologies and offerings and the appoint of new corporate leaders.

Indeed, at the turn of the 20th century, organizational change was seen as a pervasive issue going forward into the new century. The face of change has compounded the challenge for corporations with leaders nothing a striking increase in the frequency and velocity of change (Clerk, 1999; Englehardt & Simmons, 2002). In fact, Moran and Brightman (2003) asserted that the rate of change is greater than at any time in history, with the delivery of ideas to market in the form of products or services in a mere 5 months instead of the 18 months they took in 1996 (Moran & Mead, 2001). Noting that some of the most successful contemporary corporations such as Microsoft and Intel are those that can change continuously, McCann (2004), observed that corporations in the current climate have had no choice but to embrace change and even accelerate it further, if possible.

Change is seen as an inevitable and constantly occurring process in corporations and the ability of organizations and their leaders to respond successfully to change is viewed as an imperative for future organizational and career survival. In an environment in which two out of three transformation initiatives fail (Sirkin, Keenan & Jackson, 2005), scholars predicted that the future's most successful corporations will be those that respond effectively to change (Kets de Vries & Balazs, 1999) and those that fail to mount a timely response to change will not last (Bridges, 2003). The consequences for corporate leaders who fail to respond to change can be dramatic. A four-year study by LeadershipIQ.com (2005) found that 31% of CEOs are fired for mismanaging change, contract to the commonly held belief that these leaders are terminated because of current company financial performance.

While change may quash the opportunities that once existed in the organization, (Bridges, 2003) wrote that it is equally true that it creates new ones. Rothberg (2000) suggested that those who experience change in the form of a merger or acquisition can renew their career by forging new collaborative relationships with colleagues. According to DBM's survey (2005) on career-transition experiences, indeed, more than half of the professionals who suffered job loss as a result of corporate change found full - time employment and their flexibility provided opportunities in new industries and job functions.

2.1 Corporate Change

Corporate change means that corporate are undergoing and or undergone transformation. It may be defined their success story or any type of experience or failure (Hage, 1999). The corporate change is the set of different actions that results shifting in directions and or processes that affect the way in which corporate work before (Hage, 1999). The need for corporate change starts when management feels dissatisfaction from the current situation. Corporate change may be planned or unplanned but in both cases the corporate change is very important and sometimes becomes crucial to handle the change.

The planned change is more related to the management in which it put deliberate effort to make something happen. Strong commitment and systematic approach is required in planned change with the additions of vision of the leader and stated objectives. Corporate change may affect the strategies, tasks or factions within the corporate.

There are different kinds of changes according to the nature of the corporate and its working environment. Some corporate adopt small changes (incremental changes) while others may go deep towards the corporate transformation usually known as radical changes which requires the changes in broader scale and are difficult to handle (Boston, 2000). There are further three phases of corporate change which corporate usually adopt. These are unfreezing, moving and refreezing (Senior & Fleming, 2006).

Unfreezing is about changing the attitudes and behaviour of the employees and working environment. It is very important type of change because while going through any type of change it is important to create a need of change among all the participants. The corporate leader's role is also very important in unfreezing because it requires a well structured way of implementation the change by managing the behaviour and attitudes of people working together. It also requires a strong commitment of all the people to work together for a stated common vision. Moving is the next phase in which corporate executive level identifies, plan and implement the appropriate strategies. In this phase it is also decided that either corporate has to go for incremental or radical changes. The vision of the leader is also very important for planning and implementing the strategies. All the strategies are shaped in this phase. The next step is to refreeze the change situation in which leader assists in stabilising the changes so that they become integrated into status quo. This is most important to understand for the corporate leaders that how to refreeze the changes because, if refreezing is incomplete or not mage properly the change will be ineffective and the pre-change behaviours will be resumed. Refreezing always encourages the possibilities of the further changes.

Corporate change and its concomitant employee turnover create requirements for new employees with different characteristics from those hired in the past, including employees who are flexible, trainable, technologically savvy and more highly educated (Adams & McQuillan, 2000). Adams and McQuillan research also revealed needs for new hires who can work in teams, demonstrate written and oral communication skills and have an aptitude for multi-tasking.

In fact, O'Daniell (1999) argued that defining competencies to catalyze change is a practice that – because of its potential for employee skill enhancement, career enrichment and performance management – cannot be underestimated. Caroli, Greenan and Cuellec (2001) have taken the skills discussion a step further, arguing that the accumulation of skills is an explanation for corporate change rather than an outcome of organizational change.

Whether the need for skilled workers represents cause or effect of change, when Moran and Brightman (2000) advised managers to analyse the skills gaps that will always be created by change, it is not too great a leap to argue that corporations may need to bring in new people to fill those gaps.

2.2 Importance of Corporate Change

In order to improve the internal and external functionality the corporate need changes and it is the demand of time (Caetano, 1999). A business firm that does not adopt changes cannot survive long in market (Boston, 2000). Corporate change provides different significant benefits i.e., it improves competitiveness, improves financial performance, enhances employees and customer satisfaction and most important is that it leads corporate towards continuous improvement and sustainability. These are corporate benefits and not every individual in any corporate can get benefits personally from these changes but every individual working in a corporate, usually have common goals and objectives and these changes made the corporate as a whole stronger (Boston, 2000).

Change process is very challenging and important for corporate and can lead a business firm towards a path of success. It can also make them capable to meet future demands and to compete with other market player in effective way (Robbins, 1999). Ulrich (1998) also highlight that change for corporate is necessary to deal with diversities and the complex market situations. There are different forces that influence corporate for change and these forces may create expectations of improved efficiency and better services, usually external forces leads towards innovation. When corporate change is well planned and carried in a structured way it leads to continuous improvement and corporate innovation (Boston, 2000).

Corporate change processes must be managed in order to keep corporate moving toward corporate new vision and its stated goals and objectives (Boston, 2000). Nowadays business trends are changing rapidly and quickly in the globe and the corporate that do not change can not survive (Hage, 1999). Now corporate are facing both internal and external forces pressure that makes change inevitable. There is always a pressure on corporate to balance these process (Senior & Fleming, 2006). It is also very important for the corporate to manage the demands and expectations of the customers, employees and management; therefore there is always a need for change to meet these expectations.

2.3 Corporate Change and Corporate Leadership

Most of the corporations agree now-a-days that effective corporate leadership is one of the most important contributors to the overall corporate performance and change. Intelligent leaders are those who have a store of skills and knowledge gained from experience that allows them to manage effectively and efficiently the tasks of daily life. Effective leadership is always required to bring effective change (Kennedy, 2000).

The leadership qualities are very important for corporate change because it is most important to handle the resistance, confusion, exploration and commitment of management. There are some predictable behaviours associated with the change stages and the effective leader always perceive these changes in efficient manner and respond appropriately to get the teams commitment. Change leader is always associated with the planned change and constructively deals with the human emotions (Senior & Fleming, 2006).

The effective leaders have clear and straight vision about future and the successful change needs to have a clear picture of future. Without vision the successful changes are very difficult. Kotter (1995) claimed that it is very important for the leaders to communicate the vision. Brookfield (1995) highlighted the importance of culture while addressing the issue of corporate change, which includes the secrecy culture, the individualism culture and silence culture. The competent leadership can handle and manage such problems.

It is true that any change process mostly face the certain level of resistance and the effective leader is one who can manage the resistance and implement successful changes. Recognizing, addressing and overcoming the resistance is always lengthy and not an easy process. People resist changes and especially they resist most to radical changes and it is only the corporate leader's ability to overcome. A strong leader is required to solve the problem as the physician is required to solve medical problem (Heifetz, 1997).

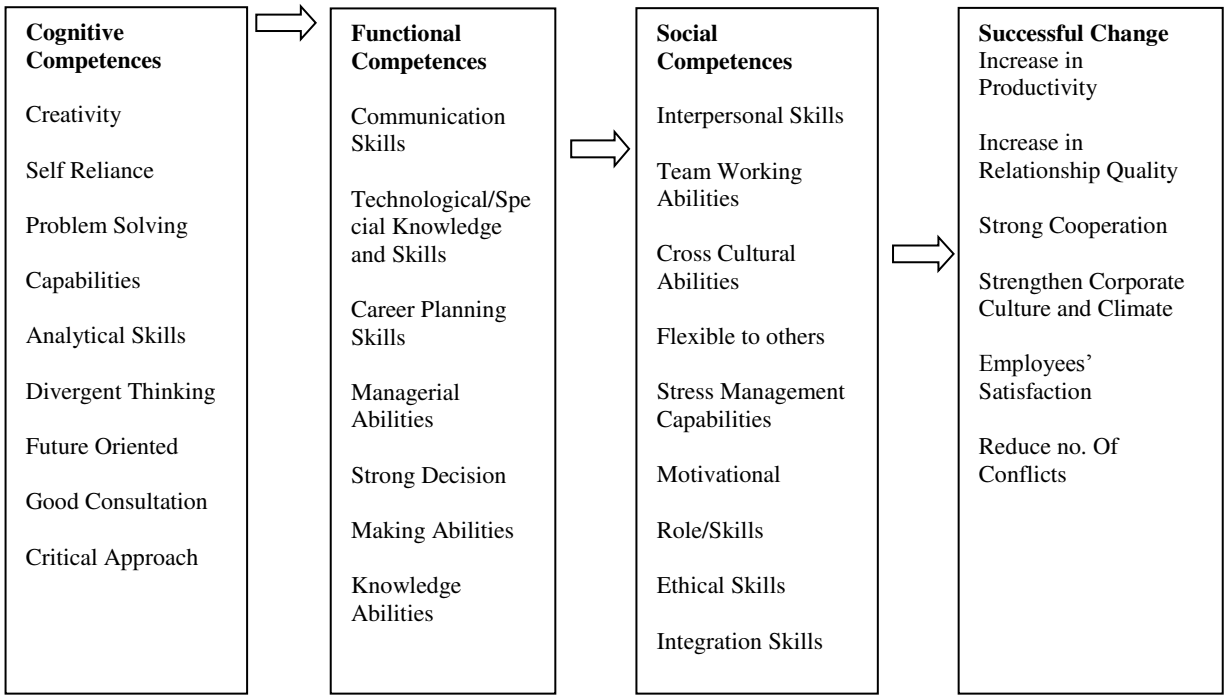
Incremental changes often do not require the formal launch because they are introduced in small doses. There are normally easy to handle and adopt and are non resistible by the employees and are normally for a limited time period and people working in corporations are usually familiar with these kinds of changes. Radical changes at the other end are difficult to adopt and also have more resistance, which requires more than mere leadership competences. Radical changes require private acceptance and it is a role of senior leaders to aware people to realize the need of change and therefore to create willingness to relinquish old style of working in favour of new ones (Reardon, 1998).

The role of corporate leader is also very important for developing the managing change in any corporation by creating the suitable atmosphere within the corporate to adopt change. Corporate culture has also role in development of changes in any corporate and it is the leader who brings new strategies for developing or managing culture. Top leadership can make the strategies to interconnect people working in organization and its process (Appelbaum, 1998).

There are some leadership competences that have been proven and are mandatory for effective and successful leadership (Bennis, 1987). There are different competences which are very effective for leaders and which also have connection with the successful corporate change.

Virtanen (2000) highlights some competencies of corporate leaders and relate them to successful corporate change in his model of leader competencies. The table above highlights the role of corporate leadership and h/her competencies with successful corporate change. The table also defines that these are the most important capabilities and competences which are helpful and useful for corporate change. According to different authors the corporate leadership competences are strongly connected with the successful corporate change, the leadership competences have a great relation with the corporate success and change (Gruban, 2003).

Corporate Leadership Competences for Effective Change Management



(Pagon. M, Banutai. B & Bizak, 2008)

3. METHODOLOGY:

There are two principal research paradigms can be used in business research, namely – the positivistic and a phenomenological / interpretivism paradigm. According to Bryman and Bell (2007), positivism is an epistemological position that advocates the application of the methods of the natural sciences to the study of social reality and beyond. The role of positivism as stated by Anderson (2004) resides in searching for facts in terms of clarifying the relationship between variables before identifying a data collection pattern through statistical approaches as followed in quantitative research procedures. According to Collis and Hussey (2003), the positivistic approach concentrates on facts and the causes of social events, paying modest respect to the subjective state of the individual.

The quantitative research is built on a numerical measurement of specific characteristics relation to a phenomenon. Quantitative approaches employ deductive logic, moving from the general to the specific. The tools used to carry out quantitative research tend to be surveys and questionnaires (Coombes, 2001). It is a very structured approach and is most often focused on objectivity, generalisability and reliability (Collis & Hussey, 2003). The key advantage of the quantitative approach, therefore, is that it is based on fact and reliable data that enables researchers to generalize their findings to the population from which the sample has been drawn.

A non-experimental research design is an appropriate approach to determine if a specific treatment (psychodynamics of a corporate leader) influences an outcome (corporate leadership skills and effectiveness of the corporate) using a sample that is not randomly assigned to a treatment or comparator group (Creswell, 2014).

A questionnaire according to Collies and Hussey (2003) can be used to gather data, when the issues which arise are likely to be confidential and sensitive and give respondents more time to consider their answers. The questionnaire survey, as defined by McDaniel and Gates (2002) is comprised of a set of questions designed to generate the evidence necessary to accomplish the objectives of the research study. It is a method of getting answers to the research questions based on designing specific questions to be answered by the research participants (Robson, 2004; Bryman, 2004). Questionnaires as a survey method may be viewed as a comparatively simple and uncomplicated means of examining participants' attitudes, values, beliefs and motives. When the survey includes sensitive issues, a questionnaire affords a high level of confidentiality and anonymity (Robson, 2004).

The questionnaire consisted of five close-ended questions with an open-ended section at the end of the questionnaire for participants to add any further comments about their perception on the psychodynamic skills. The response scales took the form of the Likert Scale. The Likert scale is one of the most widely used response scales in research and is

used to evaluate behaviour, attitude or other phenomenon on a continuum. Rating scales simplify and more easily quantify peoples' behaviours or attitudes (Leedy & Ormrod, 2005). A neutral response option has not been given which might prove a bit disastrous if the majority of the respondents decide to choose this, thus posing a danger of not being able to conduct an optimal evaluation.

The sample size is a significant characteristic with any empirical study in which the goal is to make assumptions about a population based on a sample. Indeed, the sample size used in the study was determined based on the data collection figures and the need to obtain sufficient statistical power (Saunders et al., 2009). Saunders et al., added that the larger the sample size, lower the likely error in generalizing to the population.

The survey was distributed to a purposeful sample of 300 participants includes corporate leaders from different spectrum, represents different areas of specialization and comprises different sectors. Statisticians contend that as a sample size increases, variability (i.e., effort variance) decreases and power increases. As power increases to detect a false null hypothesis, there is an increased risk of falsely rejecting a true null hypothesis.

4. ANALYSIS:

The survey asked a series of questions in order to establish whether there is a relationship between corporate change skills of a corporate leader and the effectiveness of the corporate. And the focus of the research and the survey is to find out whether the prominences of corporate change skills growing in the corporate world. This section provides a summary of the information that was collected through a questionnaire. The following tables and figures provide a snapshot of psychodynamic skills of a corporate leader.

Table 1: Sense of Urgency

	Indicator	Non-Agree			Agree		
		Strongly Disagree	Dis-Agree	Total	Agree	Strongly Agree	Total
1	In your opinion, a leader creates a sense of urgency to reinforce the need for change.	30 (10)	90 (30)	120 (40)	36 (12)	144 (48)	180 (60)

The survey respondents were asked whether a corporate leader creates a sense of urgency to reinforce the need for change. Around 60% of respondents responded positively that a corporate leader should create a sense of urgency to reinforce the need for change.

Figure 1: Sense of Urgency

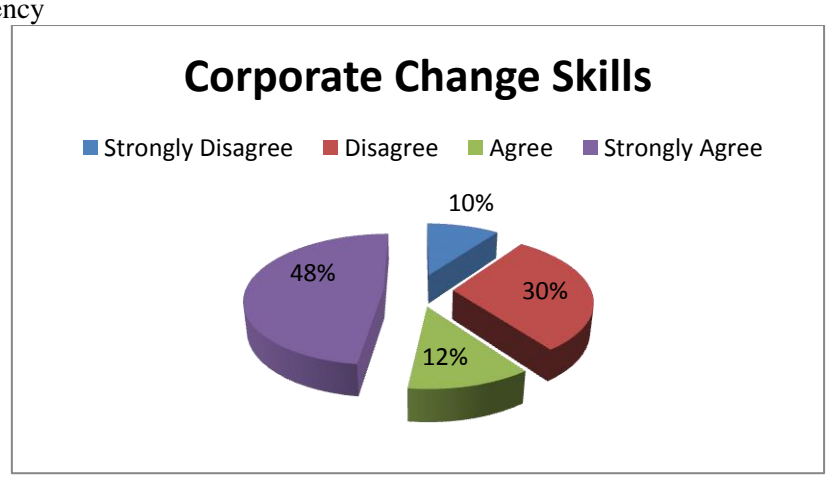


Table 2: Persuading

	Indicator	Non-Agree			Agree		
		Strongly Disagree	Dis-Agree	Total	Agree	Strongly Agree	Total
2	In your opinion, a leader provides people with evidence to persuade them of the need for change.	48 (16)	105 (35)	153 (51)	96 (32)	51 (17)	147 (49)

The survey respondents were asked whether a corporate leader provides people with evidence to persuade them to the need for change. Around 51% of respondents negatively responded that a corporate leader should not persuade his followers for change.

Figure 2: Persuading

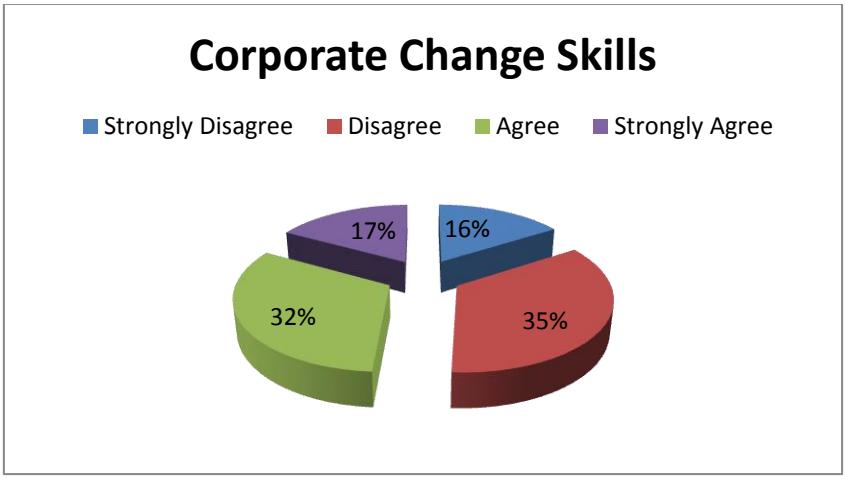


Table 3: Stakeholders as Effective Team

	Indicator	Non-Agree			Agree		
		Strongly Disagree	Dis-Agree	Total	Agree	Strongly Agree	Total
3	In your opinion, a leader gets the key stakeholders to work together effectively as a team.	30 (10)	150 (50)	180 (60)	45 (15)	75 (25)	120 (40)

The survey respondents were asked whether a corporate leader brings all the stakeholders into an effectively team. Surprisingly, as high as 60% of respondents reacted negatively that a corporate leader need not to bring all the stakeholders into an effective team.

Figure 3: Stakeholders as Effective Team

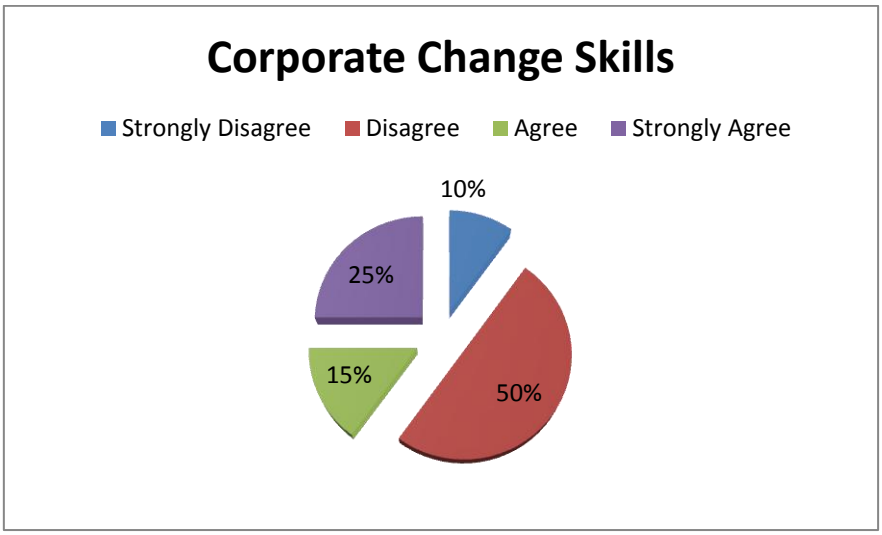


Table 4: Empowering Followers

	Indicator	Non-Agree			Agree		
		Strongly Disagree	Dis-Agree	Total	Agree	Strongly Agree	Total
4	In your opinion, a leader empowers others with freedom to act and have accountability in the change process.	63 (21)	69 (23)	132 (44)	24 (8)	144 (48)	168 (56)

The survey respondents were asked whether a corporate leader empowers others with freedom to act and have accountability in the change process. Around 56% of respondents reacted positively agreeing that a corporate leader should not only empower followers with freedom to act but making them accountable in the process of corporate change.

Figure 4: Empowering Followers

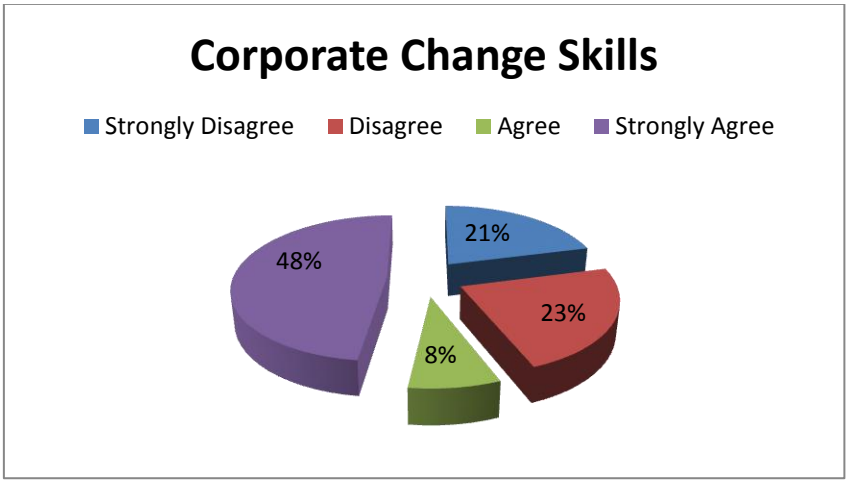


Table 5: Creative and Innovative

	Indicator	Non-Agree			Agree		
		Strongly Disagree	Dis-Agree	Total	Agree	Strongly Agree	Total
5	In your opinion, a leader uses creative and innovative thinking	54 (18)	84 (28)	138 (46)	36 (12)	126 (42)	162 (54)

The survey respondents were asked whether a corporate leader uses creative and innovative thinking while striving for a corporate change. As good as 54% of respondents agreed positively that a corporate leader should be creative and innovative while striving for a needed corporate change.

Figure 5: Creative and Innovative

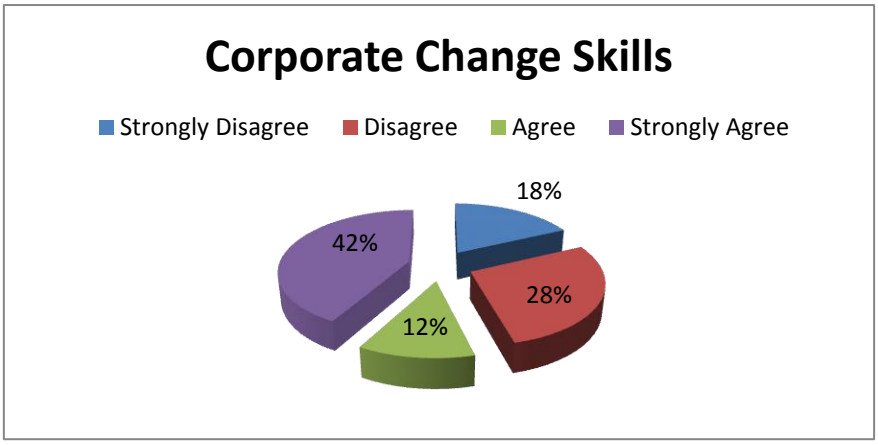


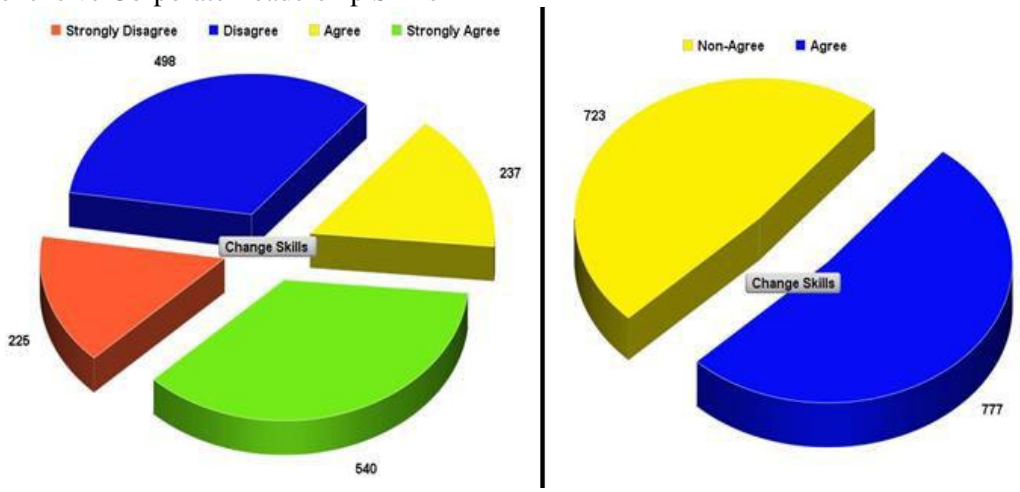
Table 6: Comprehensive Corporate Change Skills

	Indicator	Non-Agree			Agree		
		Strongly Disagree	Dis-Agree	Total	Agree	Strongly Agree	Total
1	In your opinion, a leader creates a sense of urgency to reinforce the need for change.	30 (10)	90 (30)	120 (40)	36 (12)	144 (48)	180 (60)
2	In your opinion, a leader provides people with evidence to persuade them of the need for change.	48 (16)	105 (35)	153 (51)	96 (32)	51 (17)	147 (49)
3	In your opinion, a leader gets the key stakeholders to work together effectively as a team.	30 (10)	150 (50)	180 (60)	45 (15)	75 (25)	120 (40)

4	In your opinion, a leader empowers others with freedom to act and have accountability in the change process.	63 (21)	69 (23)	132 (44)	24 (8)	144 (48)	168 (56)
5	In your opinion, a leader uses creative and innovative thinking	54 (18)	84 (28)	138 (46)	36 (12)	126 (42)	162 (54)
Total		225 (75)	498 (166)	623 (241)	237 (79)	540 (180)	777 (259)

Note: The figures given in parentheses indicate percentages of participants and non-participants. The value of Chi-square ($\chi 2$) is 9.44 between participants with disagree and agree. The table values at 5 per cent with 4 degree of freedom are 9.48.

Figure 5: Comprehensive Corporate Leadership Skills



A comparative analysis is made to know the impact of Corporate Change skills, in between agreed participants with the non-agreed participants consisting of different relevant indicators of corporate Change skills. The significant of difference between agreed participants with the non-agreed participants consisting of different relevant indicators of corporate Change skills is measured with Chi-square ($\chi 2$) test. Here, the table value of Chi-square ($\chi 2$) for 4 degree of freedom at 5% level of significance is 9.48 (derived) whereas the result of ($\chi 2$) test found the critically value 9.44 (expected) which is lesser. As the derived value is higher than the tabulated value, null hypothesis is rejected and subsequently alternative hypothesis is accepted. So, it is to be inferred that, there is significant impact of corporate Change Skills on the effectiveness of the corporate and its leadership. Besides that it is also observed that the necessity of Change skills is considerably growing aftermath globalisation.

5. SUMMARY:

Globalisation has not only converted the world into a small village but also has a great affect on the mindsets of the people. It is the age of rapidly changing business trends, technologies and business environments. Technology maturity makes the customer aware and well informed to the advancements which are made all around the world in terms of products, services and procedures.

The demand and the expectations of consumers are not only very high toward corporate but also changeful. So it is better for corporate to not only meet the current demands of consumers, but also perceive the future trends and to make them prepare well before time. For the purpose the corporate need to adopt and implement the change in their business model. Corporate change is the process which is referred to the intentional effort of a leader who takes an initiative to take the corporate towards betterment.

Corporate change can make a corporate capable to better respond the future trends, technological changes, social and economic changes and can also provide a competitor edge in the age of high competitions. Corporate change can also improve the performance of a corporate which at the later end may lead towards a long term success and sustainability.

The process of corporate change is very demanding and challenging. The strategic corporate leadership is eagerly needed for corporate, which is well capable to predict the essential alterations and changes in advance and create required commitment and highly suitable atmosphere for worker and teams to understand and adopt these changes successfully.

Corporate leader is a person, anyways, who can have different competencies, capabilities and characteristics. Vision of a leader is one those several characteristics, which a leader can have to initiate and implement successful corporate change. Vision is an ability of a leader to perceive future and future trends in accurate way. Vision of a leader can also prove helpful to motivate the teams and employees within a corporate.

The other important characteristic which a leader can have, regarding to the matter of corporate change, is an innovative thinking. It is the ability of the leader to think, decide and act in a new or unique way. This approach of a leader can also promote and cultivate the innovative culture within corporate by motivating others to bring new ideas and provide proper direction.

Accepting the all limitations it is still believed that corporate leadership has an important role in making corporate and corporate change and a capable leader along with the characteristics of vision and innovative can make more effective in managing corporate and corporate change process.

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