



THE POWER TO INFLUENCE: LEADERSHIP EFFECTIVENESS IN
INFLUENCING BEHAVIORS DURING ORGANIZATIONAL
CONSTRUCTIVE CHANGE PROCESSES

Abdelrahman H. Ahmed, PhD
Al-Quds Open University
abahmad@qou.edu

Abstract

The primary purpose of this study is to model the implementation of influence techniques by top, middle and first line managers during constructive change processes, and discusses several theoretical explanations for how different leaders at different level of management can influence strategic change throughout an organization. This qualitative study focuses on developing a situational framework for understanding the relationship between different level of management and the adoption of different influence techniques to achieve an effective constructive change throughout the organization. Critical emphasis is given to the role of first line manger as potential change agents or leader of implementing the transformational process. In addition, variations in influence direction weather downward, up-ward or peered is examined and compared to findings in other similar studies. This study uses qualitative methodology by highlighting the most important findings and conclusions that have unfolded in the last few decades and embody much of the contributions performed in this field of research within one common framework.

Keywords: Constructive Change Management, Influence Tactics, Organizational Development, Resistance to Change, Change Strategies.

I. INTRODUCTION

A remarkable transformation has been taking place in the past decade or more in many corporations. The forces of change, which have been occurring at a rapid rate, require innovative development in managerial processes and active involvement of all levels of the organization. As many studied indicated, the role of managers within a corporate environment has been undergoing rapid change. Top managers, for example, need to concentrate on soft development control agenda, and not leaving the hard business agenda such as change management and transformational control to others. Many recent studies have distinctly tackled the imperative role of power and influence in organizational development practices. The empirical investigation of Mckee, Pettigrew and Ferlie (2014) for example indicated that the power and influence of individuals inside an organization are an imperative factor to consider when investigating the management of change. Similarly, Pfeffer (2011) highlighted the importance of power and influence in managing the constructive change. He explained how constructive change impacts the current power constellations. In this research, the author concentrate on influencing behaviors in unstable environment, though most past investigations of influence conduct concentrated on how a



manager influences subordinates, partners, and bosses in pretty much stable circumstances. We restrain our examination to unstable environment that go for enhancing the organizational development. Such environment is described as volatile, sensitive and conflict rich (Cummings & Worley, 1993). Sweeping consequences may influence the organization culture, structure, strategies, and technologies. In addition, imperative consequences on people inside an organization will likely influence the way they perform (Bennebroek Gravenhorst & Boonstra, 1997)

This research study emphasizes on the influential behavior of three managerial levels in constructive change management. Mainly, it investigates the positive influence behaviors of top managers, middle managers and first-line managers. This research provides substantial and original contribution to the implementation of influential tactics in organizational change settings. Prior researches have not emphasized on influential behaviors during the change process, and have basically measured managers' influence behaviors in stable situations only. In addition, many researches on leadership effectiveness during constructive change processes did not distinguish between the supervisory and executive levels throughout the organization, although this distinction is certainly imperative to managers' influence on their subordinates. What distinguish this research from earlier studies is that it integrates the use of influence techniques and the upward, downward and peered directions of influence during the constructive change processes.

II. OBJECTIVE OF THE RESEARCH

The main purpose of this research is to gather and analyze variegated array of information on top managers, middle managers and first-line managers behaviors' during the constructive change processes and assess their present and potential intention to adopt a particular influence tactic. Many researches on leadership effectiveness during constructive change processes did not distinguish between the supervisory and executive levels throughout the organization, although this distinction is certainly imperative to managers' influence on their subordinates. In other words, this research aims at:

- 1) Determining how different influence techniques are unutilized by different level managers; top, middle and first-line managers in effective, constructive change.
- 2) Summarize the most important theoretical foundations and theoretical models that have been built to relate the use of influential techniques and practices with the constructive change inside an organization
- 3) Embody much of the contributions performed in this field of research within one common framework.

III. RESEARCH QUESTIONS

The main purpose of this study is to investigate whether managers at different levels successfully execute change in their organization, and how different influence techniques are unutilized by different level managers; top, middle and first-line managers in effective,



constructive change environment. In order to materialize this and other research objectives, this study intends to answer the following questions:

- What is the most effective change model an organization can implement during the constructive change processes?
- What influence tactics managers can use to achieve effective implementation of change?
- What influence tactics managers can use to influence cultural change?
- What influence tactics managers can use to influence resistance to change?
- Will the use of influence tactics vary in accordance with the influence direction?
- Will the use of influence tactics vary between stable organizational situations and volatile, constructive change environment?

IV. LITERATURE REVIEW

Influencing behavior and the use of different influence tactics inside an organization have been investigated extensively in the last few decades. Literature review showed that Kipnis, Schmidt, Wilkinson (1980) exploratory study was one of the most crucial empirical investigation of managers behaviors. Their study opened the door for numerous researches on the influence behaviors of leaders, and was the basis for other imperative studies in this field. In their study, they conducted content and factor analysis to distinguish various types of influence behaviors. Their investigation identified 370 types of influence behaviors. Further factor analysis lead to reduce them to eight types of influence behaviors widely used by managers at different level throughout an organization. The efforts of Kipnis, Schmidt, Wilkinson (1980) were followed by Erez, Rim, & Keider, (1986); Schriesheim & Hinkin, (1990) and Yukl & Falbe, (1990). Their exploratory, empirical investigation endorsed the findings of Kipnis, Schmidt, Wilkinson (1980). Yukl & Falbe, (1990) analyzed managers influence behaviors from different perspectives. They built up an instrument, the Influence Behavior Questionnaire (IBQ), to quantify the impact conduct of supervisors. The table below explains the depictions of the types of influence conduct that were investigated using the IBQ. The mentioned strategies cover an extensive variety of influence conduct applicable for administrative viability within an organization.

Many authors emphasized the significance of commitment inside a changing organization (Eisenstat, & Spector, 1990, Axelrod, 1992; Beer, Daly & Geyer, 1994). Commitment is required on the grounds that in such environment described as volatile, sensitive and conflict rich, individuals and groups are required to learn new practices and change old behaviors. Surrendering routines, relinquishing secured methods of operations requires a substantial amount of effort. Subsequently, it is imperative that individuals relate to the methodology and the solicitations that are being made to achieve the defined objectives of the change. The outcomes of the utilization of these influence strategies were explored in three studies (Yukl & Tracey, 1992; Falbe & Yukl, 1992; Yukl, Kim, & Falbe, 1996). It was discovered that diverse influence strategies delivered different impacts, that is, resistance, compliance or commitment to a proposition or appeal. The best strategies for acknowledging commitment or backing for change are consultation, inspirational appeals. Rational reasoning could be powerful when utilized together with both of these two



strategies or with other delicate strategies, for example, ingratiation and friendliness. (Falbe & Yukl, 1992).

The fundamental purpose behind looking at directional contrasts in the utilization of influence strategies was to figure out if the sorts of directional contrasts which have been found in more steady circumstances would likewise be found in firms where unstable change conditions were occurring. Five past researchers analyzed directional contrasts in influence behaviors (Kipnis et al., 1980; Erez et al., 1986; Yukl & Falbe, 1990; Yukl & Tracey, 1992; Yukl et al., 1993). Results from these studies demonstrate that the utilization of influence strategies is connected with the various leveled relationship between managers and a target. Along these lines, supervisors use strategies contrastingly when they attempt to influence a subordinate, a partner, or a boss. The five researches that explored the relationship between influence strategies and different positional levels discovered significant support for our hypothesis.

Yukl and Tracey (1992) argued that Rational reasoning is utilized more in an up-ward direction than in a down-ward or peered direction. Yukl and Tracey (1992) contended that this more regular up-ward utilization of rational reasoning the impact of a supervisor's weaker force base and desires, which debilitate the utilization of some different strategies. This theory is bolstered by results from four specialists tests (Erez et al., 1996; Kipnis et al., 1980; Yukl et al., 1993; Yukl & Tracey, 1992), however comes about because of another operators test (Yukl & Falbe, 1990) demonstrated no such directional contrasts. Yukl and Tracey (1992) also argued that Inspirational Appeals are utilized more in a down-ward direction than in a peered or Up-ward Direction. Yukl and Tracey (1992) contended that the utilization of inspirational requests is particularly proper for increasing someone else's dedication to undertake other assignments or tasks. A third study demonstrated a marginally diverse result in that the sidelong utilization of this strategy did not vary essentially from its utilization in the other two directions; still, inspirational appeals were discovered to be utilized more in down-ward direction than in up-ward direction (Yukl & Falbe, 1990).

Yukl and Tracey (1992) argued that the utilization of consultation is more common in a down-ward and peered directions than in an Up-ward Direction. Yet, the after effects of two studies demonstrated that consultation is likewise utilized more in peered direction (Yukl & Falbe, 1990; Yukl et al., 1993). A third study discovered no directional contrasts for the utilization of consultation (Yukl & Tracey, 1992). We concur that the power to arrange an errand or task is normally down-ward. Subsequently, we anticipate that consultation will be utilized more regularly as a part of both a down-ward and a peered direction than in an up-ward direction.

V. THEORETICAL/CONCEPTUAL FRAMEWORK

Organizational development

There is a need for long-term comprehensive strategy to prepare and develop an organization to cope with the forces of change. Organizational development, sometimes called planned change is a long term efforts to enhance an organization's critical thinking



and problem-solving capabilities and its abilities to cope with changes in its environment. (Blevins, 1986) The Human resources department has an imperative role in implementing organizational development programs and techniques on groups not individuals within the organization; "All organizational development programs are different, but some of the commonly found assumptions underlying any program include the assumption that the basic building blocks of organizations are groups, not individuals, hence, the focus of planned change is on groups rather than on individuals." (Blevins, 1986)

HR manager can play key role in implementing the organizational development techniques. Organizational development of an interpersonal nature includes:

1. Sensitivity training, which is designed to help individuals become aware of themselves and their impact on others. (Blevins, 1986)
2. Team building that involves an entire work group in diagnosing and solving problem facing the group and thereby fosters trust, self-insight and cohesiveness among group members. (Blevins, 1986)
3. Intergroup conflict resolution, which is designed to enhance cooperation between two or more groups. (Blevins, 1986)

Organizational development techniques that are structural in nature include;

1. Management by objectives that involve subordinate employees in setting of task objectives. (Blevins, 1986)
2. Job enrichment that involve employees in the planning, design and evaluation of job objectives in order to get employees interested in their work and make them more willing to respond to change. (Blevins, 1986)
3. Process consultation that is usually used at the executive or managerial level to effect changes in the processes by which tasks are accomplished. (Blevins, 1986)

Diagnosis of change forces frequently indicates that several techniques should be systematically combined to produce the desired organizational change.

VI. CHANGE MODELS

During constructive, volatile environment, change models attempt to enhance supervisory and executive levels' understanding of change and guide them through successful implementation. Organizational change literature contains numerous number of models constructed to enhance employees acceptance rate, clarify implantation steps and distinguish phases of change. The following table summarizes the most important models constructed by Lewin (1951); Kotter (1996); Ulrich (1998).



TABLE 1		
Change Models		
Lewin's Model	Ulrich's Seven-Step Model	Kotter's Eight-Step Model
Unfreeze	Lead change	Establish a sense of urgency
Movement	Create a shared need	Form a guiding coalition
Refreeze	Shape a vision	Create a vision
	Mobilize commitment	Communicate the vision
	Change systems and structures	Empower others to act
	Monitor progress	Plan for and create short-term wins
	Make change last	Consolidate improvements and produce more change
		Institutionalize new approaches

Table 1: Change Models. Sources. Kotter (1996); Lewin (1951); Ulrich (1998).

The suggested change model presented in this research combines the key components of Lewin (1951); Kotter (1996); Ulrich (1998). It consists of four stages; understanding culture and consequences history, implementing change, shaping behaviors, and sustaining change. In this section, I will also analyze, discuss, and identify the supervisory and executive role in implementing the change model for organization level improvement.

Let us look more closely at each stage to discover specific keys that heavily influence successful implementation of that stage:

Stage 1: Understanding culture and consequence history.

In this stage, strategic direction for the change is clearly laid out by the company top management and agreed upon by middle and first-line managers. As part of understanding the culture and its consequences history, managers must work through some questions: What behaviors does company culture encourage? What may happen today when unwanted behaviors occur?

There are almost always practices that go on inside organizations that no one wants to talk about, but that are important to acknowledge "Failure to Identify these elements or worse, failure to talk about them openly among leaders, is a sure fire way to show the organization that the company is not truly going to change."(Camball,1998) To make the



new strategy clear and gain alignment on it, it is key for all managers to provide an honest look at the organization today and what drives it. Also, to truly understand how a change initiative will be received by the organization, managers must first understand employees' behavioral history in the organization. "In general, for most employees, the antecedents associated with change initiatives have generated a pretty negative consequence history. (Camball,1998) Once managers know the consequence history in the company, they can develop behaviors shaping plans that will ensure positive consequences for the new behaviors that they asks of employees.

Stage 2: Implementing Change.

New results require new behaviors. So, the work in this stage is complete when all the results they are targeting for improvement are confirmed, and when the right behaviors to make it happen are identified. "This is also where preparation happens for the right way to get the right behaviors."(Camball,1998) Managers must work hard to make real the change they are contemplating. They should understand the company culture and what enable the change he is preparing to implement. It is key here to "Go slow to go fast and not shortchange what it mobilize effective behavioral change."(Camball,1998). Manager must drill down to the behaviors that must change. Also, they must ensure that employees at all levels have skills to give performance feedback to key performers quickly, reliably, and appropriately.

Of course, a manager must prepare other leaders in different levels of management by giving them the skills to activate the right behaviors and ensure they are encouraged by positive consequences. Likewise, senior leaders must be comfortable in giving coaching for undesired behaviors as well.

In this stage of "Implementing change" a manager must use some tools such as "Strategic communication, focus groups, and training prepare leaders for key behaviors in the next stage."(Camball, 1998) These are all important to ensuring that key performers can exhibit the new behaviors a manager expects.

Most organizations use a traditional cascading approach when implementing new strategies. "Changes start at the top with high-level executive and cascade systematically downward into the organization, with the intent of ensuring that the leadership above understands and can model the new, desired behaviors. This makes perfect sense and creates a logical, orderly approach to change."(Stone, 2003) However, it doesn't work. In this traditional approach, new things that need to be done are pushed top-down throughout the organization. "This usually is done irrespective of whether employees want it, need it, or use it."(Stone, 2003) Resistance becomes intense and employees' as well as leaders in different levels begin engaging in the desired new behaviors just enough to delay or avoid punishment for "Not being on board." The question here is how a manger wants the employees' to change? If the company wants its employees' to change, it must see what's in it for them, and how it will benefit their business and their lives.

Stage 3: Shaping behavior.

This stage requires lots of coaching and feedback on effective leadership behaviors. "The shaping behavior stage is complete when the planning in understanding culture and implementing change strategies are complete."(Camball1998) Behaviors of key performers



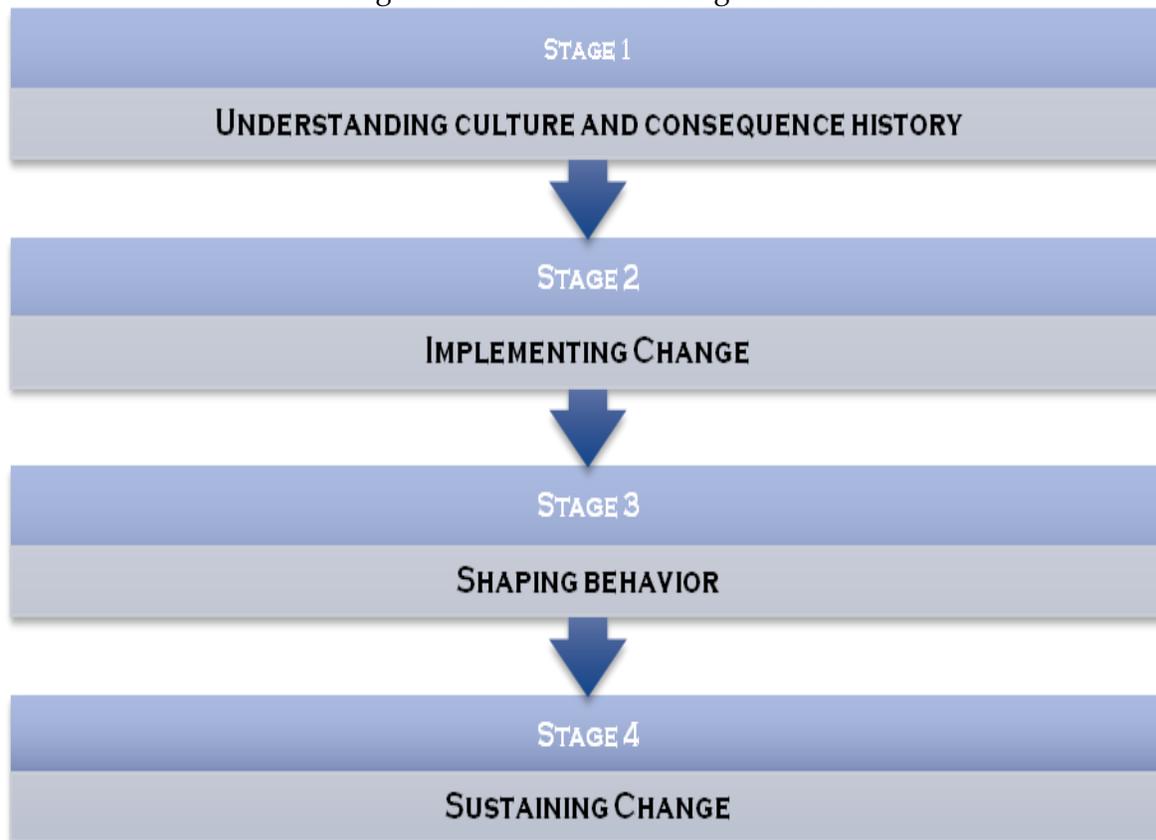
and leaders improve will lead to increase of performance at all levels, and improve of targeted results.

The most common issue that a manager might see in this stage is failure to recognize and encourage progress toward the desired state. A manager must recognize and celebrate desired behaviors that are happening, and encourage progress toward the desired end. Also, in this stage, a manager must catch employees' doing the right things, the right way, and let them know it. "Leaders must be visible and must help the organization navigate through the change process." (Camball1998) They should not leave new behaviors to chance. They should encourage them every chance they get.

Stage 4: Sustaining Change.

This stage focuses on sustaining the change: "transferring the new behaviors and new ways of working so they become the everyday standard of doing business." (Camball,1998) In this stage a manager is required to transfer the sources of encouragement for the new behaviors to ensure they are sustained. "Sustaining change stage requires embedding the approach and tools into a leader's business planning leadership development, strategic talent management, and whatever core processes drive the organizations work." (Stone2003) Making change last requires organization system, realignment to ensure that processor, and consistent with the new vision/ways of working in the organization.

Figure 1: Constructive Change Model





VII. IMPLEMENTING CHANGE STRATEGY

There are four types of change strategy; a manager can use in order to achieve effective implementation of change.

1) Developmental transitions

This strategy is characterized by constant, relentless, mid-range change, change as a way of life. It is emphasizing on changing dominant values and mindsets in order to change the organization (Storey, 1996). For effective developmental transition, John Storey, in his Human Resources and Change Management, describes many intervention tools HR manger can use:

- Vision/ mission development (consultative)
- Culture enhancement programs
- Team building (self-managed work team)
- Management and team leadership development programs
- Service quality programs
- Personal and professional development/ skills formation
- Total quality management, process benchmarking programs

2) Task - Focused Transitions

This is a focused strategy, characterized by constant improvement and relentless mid-rang change. It also focuses on improving structures and systems as means of encouraging behavior modification. (Storey, 1996). For effective task-focused transition implementation, John Storey mentioned many intervention tools HR manger can use:

- Job redesign/ business process redesign/ reengineering
- Productivity measurement and improvement
- Objective setting/ management by objectives
- Strong technical skills training
- Management and team leadership development

3) Charismatic Transformation

This is an entrepreneurial, not systematized strategy, puts strong emphasis on intuitive thinking, calculated risk-taking and reshaping of corporate and competitive business strategies. . (Storey, 1996). It characterized by rapid, radical redefinition of the business, or creation of new business domain. For effective charismatic transformation implementation, John Storey mentioned many intervention tools HR manger can use:

- Radical organic restructuring, rightsizing, voluntary redundancies
- Top-team building programs
- Cross functional task teams
- Service excellence programs
- Symbolic communication (change of corporate name, logo, and wardrobe; excellence awards)

4) Turnarounds

This strategy main objective is restructuring/abolishing traditional systems. It characterized by rapid, radical redefinition of the core business, and successive corporate and workplace restructures, downsizing and retrenchments. For effective turnaround implementation, John Storey mentioned many intervention tools HIR manger can use:



- Strategy and market segmentation analysis.
- Restructuring/ downsizing/ rightsizing/ forced retrenchment
- Reconstruction and development of the top team
- Cultural and Industrial confrontation strategies
- Human resources strategy redesign

VIII. INFLUENCING CULTURAL CHANGE

Any effort to change corporate culture will not be completed overnight. Most experts agree that you should expect to work months and sometimes years. "The larger and more physically dispersed your organization, the larger it will take to change. The older and more experienced your management team, the longer it will take you to change-and the more necessary it may be to change"(Stone 2003)

No matter how you want to change the organization's culture, a manager should provide a clear picture of what you want the culture to be. How great is the gap between

What the culture is now and what it needs to be? What dose the manager wants his employees to believe? What norms should be guiding his employees' behavior in the future? "Through words and deeds, communicate that picture to your employees. Become the champion for the new culture. Demonstrate by your own behaviors how important this culture-change business is" (Stone 2003)

There it is a direct relation between the company structure and its culture. Basically, culture is one of few concepts that's difficult to be expressed clearly. "Organizational culture is the basic pattern of shared assumptions, values, and beliefs considered to be the correct way of thinking about and acting on problems and opportunities facing the organization it defines what is important and unimportant in the company. You might think of it as the organization's DNA – invisible to the naked eye, yet a powerful template that shapes what happens in the workplace"(McShane 2005). Although the company culture is difficult to be expressed clearly, a person can know the company culture by simply looking at the company arrangement of furniture, employees wear, and the company structure as a whole.

Just like various kinds of structures, there are various kinds of culture. "An adaptive culture exists when employees focus on the changing needs of customers and other stakeholders and support initiatives to keep pace with these changes." (McShane 2005)

Cultural change has become the operative word of our generation. We want to change everything for the better, to see things around us changed for good. We want to believe that change is always possible, and that we have the power to affect the world and how it operates. In general, we live in a time when people expect to see constant change and improvement as a result of feedback and inputs. Change management is commonly defined as both the set of skills and aptitudes an individual needs to successfully initiate and implement change, and the applications of tools for change (bus.umich.edu, 2014) However, change is hard, especially when pattern of behavior are well established in the company. It's very challenging to get people to do things in a new way and constantly. Even when people say they want to change, and intent to change, it doesn't mean they can or will. Nothing changes until people's behaviors change. No matter what you are trying to achieve, if people don't do things differently, change can't happen or be sustained. First-line managers are increasingly being asked to develop the personal skills and attitudes for



implementing change as well as a technical understanding of how to apply the tools for change. (Bus.umich.edu, 2014)

Managers want to be successful, not just through their own eyes, but also in the eyes of others. The success of a manager is determined by his ability to get things done through others. Encouraging specific behaviors that are important to the company as well as to the manager is very crucial for the organization success. He/she must focus on increasing the key behaviors that employees need to perform to attain the company's desired business results. Cultures get established whether a company wants them to or not. Ways of working, talking, managing, solving problems and resolving issues become ingrained in an organization. Therefore, they become difficult to change overtime. The resistance to changing entrenched culture and the power of the behavioral approach to change it is evident in this situation. Surviving in today's world of change requires a culture that encourages innovations and organizational commitment. "Company culture is the unwritten code of conduct that governs the behavior, attitudes, relationships, and style of the organization. It is shaped by a pattern of shared assumptions and meanings. Cultural traits become visible in the way people solve problems and interact with time, with each other, and with the environment" (Ortiz 2005)

IX. RESISTANCE TO CHANGE

To overcome resistance to change, the managers need to understand what makes the employees to resist the change. The three major reasons for opposition to change are the following:

- Scarcity of information. Fear of the unknown lies at the heart of much of the resistance. Strategies for change are often created by an isolated group, usually senior management, and employees have no way to gauge the impact the change will have on their positions (an immediate source of concern) or even how management expects them to implement the strategy. (Arnborg 2006)
- Lack of input. Employees rarely embrace change when they are not involved in its planning. (Arnborg 2006)
- Job insecurity. Change often challenges them to adopt new skills and involved in its planning.(Arnborg 2006)

What should the manager do to help employees overcome their resistance to change? The manager first should provide an advance notice. If the manager knows about a change in advance, he should notify his employees so they will have an opportunity to "get used to the idea." Second, the manager should "Communicate the why questions. This addresses the first source of resistance-scarcity of information. The manager's employees will now understand why a change has to be made. Any stumbling blocks or potential disadvantages should be addressed."(Arnborg 2006) This procedure effectively diffuses feelings of being "out of control." Third, the manager should show his own commitment to the change. His behavior will demonstrate to staff whether or not he sees real benefits in the change being proposed. If employees see that the manager is supportive of the plan, they are more likely to be perceived as putting down the current procedure, method, or approach, and there may be employees who may see this as a criticism of their current



performance.”(Arnborg 2006) Fourth, the manager should listen to what his employees say. “People need to feel that they can air their concerns and raise their questions without fear of retribution.”(Arnborg 2006)

There are many other tactics that a manager can use to defuse resistant to cultural change. For instance, he can encourage employees to get involve, and effectively Communicate with them. Manager should “Give employees who might resent lack of input into the change the opportunity to have input in the implementation. When people feel involved in the process of change, they are more likely to be emotionally invested in it and will work toward making it a success” (Stone 2003) Honest and open communication can reduce stress and also resistance to change. As a manger “Put an end to precious rumors about the change by making yourself available to people with questions about the change. If job security will not be affected-and you know that for sure-let your employees know this is so” (Stone 2003) finally, the successful manager should determine those who work actively against the change. Those employees will need special attention from the manager. If their opposition is so strong, and a one-on-one meeting with them in which you point out why their support is so important isn’t effective, you may have arrange a transfer out of your department or even consider termination these otherwise hardworking employee”(Stone 2003).

If the manager has an opportunity to hire an employee during the effort to change the culture and climate of his operation, he should recruit people who believe in and advocate his vision. “It’s easy to teach new values, so recruit values. Don’t terminate defenders of the status quo unless you have no other option. If so, let them go. Demonstrate to your staff that employees either can be part of the future or a remnant of history. Give resisters every opportunity to change. If they won’t, ease them out of your organization” (Stone 2003)



Table 2	
Influence Tactics	
Inspirational appeals	The agent makes a request or proposal that arouses target enthusiasm by appealing to his or her values, ideals, and aspirations, or by increasing target self-confidence
Rational persuasion	The agent uses logical arguments and factual evidence to persuade the target that a proposal or request is viable and likely to result in the attainment of task objectives
Consultation	The agent seeks target participation in planning a strategy, activity, or change for which target support and assistance are desired, or the agent is willing to modify a proposal to deal with target concerns and suggestions
Ingratiation	The agent uses praise, flattery, friendly behavior, or helpful behavior to get the target in a good mood or to think favorably of him or her before asking for something
Personal appeals	The agent appeals to target feelings of loyalty and friendship toward him or her when asking for something
Exchange	The agent offers an exchange of favors, indicates willingness to reciprocate at a later time, or promises a share of the benefits if the target helps to accomplish a task
Coalition tactics	The agent seeks the aid of others to persuade the target to do something or uses the support of others as a reason for the target to agree also
Legitimizing tactics	The agent seeks to establish the legitimacy of a request by claiming the authority or right to make it or by verifying that it is consistent with organizational policies, rules, practices, or traditions
Pressure	The agent uses demands, threats, frequent checking, or persistent reminders to influence the target to do what he or she wants

Source: Yukl, Falbe, and Youn 1993, p. 7). Copyright 1993



X. CONCLUSION AND RECOMMENDATIONS FOR FURTHER RESEARCH

There is a need for long-term comprehensive strategy to prepare and develop an organization to cope with the forces of change. Diagnosis of change forces frequently indicates that several techniques should be systematically combined to produce the desired organizational change. Managers at all levels have an imperative role in implementing organizational development programs and techniques on groups not individuals within the organization. The manager role in implementing the change model for organization level improvement includes understanding culture and consequences history, implementing change, shaping behaviors, and sustaining change.

Cultures get established whether a company wants them to or not. Ways of working, talking, managing, solving problems and resolving issues become ingrained in an organization. Therefore, they become difficult to change overtime. Leaders want to be successful, not just through their own eyes, but also in the eyes of others. The success of a manager is determined by his ability to get things done through others. Encouraging specific behaviors that are important to the company as well as to the manager is very crucial for the organization success. A company must focus on increasing the key behaviors that employees need to perform to attain the company's desired business results. Any effort to change corporate culture will not be completed overnight. Most experts agree that you should expect to work months and sometimes years

No matter how an organization wants to change its culture, the manager should provide a clear picture of what he/she want the culture to be. Many factors affect the organizational culture. The company's structural formation plays an important role in forming the company culture, power, and politics. The manager must be aware of the "Interdependency of department, internal partnership, and the influence of power and politics to effectively monitor events within the organization. This way, he will learn about changes that may involve in his department. He shouldn't let himself blind to signals of change nor should his staff believe that he is not in the loop on these issues. His staff has to think that he know what is up and, more important, will represent their concerns if the demands from senior management aren't reasonable. Finally, to ensure that the manager has a voice in the final change, he should volunteer to help make the change happen if it is inevitable anyway. Thus, he will be in a position to influence the decisions made about the change plan and its implementation.

REFERENCES

- [1] McShane, Steve L; Glinow, Mary Von. (2005). *Organizational Behavior: Emerging Realities for the Workplace Revolution*, 3^d edition (university of Phoenix e-text) New York: McGraw-Hill Companies. Retrieved October 31, 2007 from the University of Phoenix, MPA/520- Transformational Leadership.
- [2] Manuela Pardo del Val, Clara Martínez Fuentes, (2003) "Resistance to change: a literature review and empirical study", *Management Decision*, Vol. 41 Iss: 2, pp.148 - 155
- [3] Jos H. Pieterse, Marjolein C.J. Caniels, Thijs Homan, (2012),"Professional discourses and resistance to change", *Journal of Organizational Change Management*, Vol. 25 Iss: 6 pp. 798 - 818



- [4] Thomas A. Kochan and Lee Dyer(1992) Managing Transformational Change: the role of Human Resources Professionals; Research paper, Center for Advanced Human Resource Studies ILR School, Cornell University
- [5] P. Bradshaw-Camball(1989) "The Implications of Multiple Perspectives on Power for Organizational Development," Journal of Applied Behavioral Science, 25 (1989): 31-44.
- [6] Ray, Korduplske(2003). Mastering Customer Value Management; the Art and Science of Creating Competitive Advantage. Pinnaflex Educational Resources, Inc. New York
- [7] Kreitner, R. & Kinicki, A. (2004). Organizational Behavior, 6e. [University of Phoenix Custom Edition e-text, Chap. 18]. New York, NY: The McGraw-Hill companies. Retrieved November 5, 2007, from University of Phoenix, rEsource, MBA/520 - Transformational Leadership Web site.
- [8] Braksick, Leslie, (2007). Developing Leadership Behavior That Drives Profitability in Your Organization. "Unlock Behavior, Unleash Profits". The McGraw-Hill Companies. New York.
- [9] University of Phoenix. (2005). Crys Tel "Building a Culture for Sustaining Change" Simulation [Computer Software]. Retrieved October 31, 2007, from University of Phoenix, rEsource, Simulation, MBA/520 - Transformational Leadership Web site.
- [10] Wilson, T. B. (1999), Rewards that Drive High Performance, Amazon, New York. Retrieved November 11, 2007 from <http://www.wilsongroup.com>
- [11] Stone, Florence M. (2003). Manager's Question and Answer Book. American Management Association (AMACOM), New York.
- [12] Arnborg, Lisa (2006) Contextually and cultural texts: a case study of workplace learning in call centre Journal of Workplace Learning. Bradford: Vol. 18, Iss. 7/8; p. 426 (University of Phoenix Journal) Retrieved October 25, 2007 from the University of Phoenix, MPA/520- Transformational Leadership
- [13] Shandra, Banutu-Gomez (2007) Leadership and Organizational Change in A Competitive Environment. Business Renaissance Quarterly, Vol. 2 Issue 2, p69-90 (University of Phoenix Journal) Retrieved October 25, 2007 from the University of Phoenix, MPA/520- Transformational Leadership
- [14] Tulgan, Bruce (2005). It's Okay to be the Boss: Harper Collins, New York
- [15] Bob, Wall. (2007) Coaching for Emotional Intelligence: American Management Association, AMACOM, New York
- [16] Ortiz, Juan (2005) Performance Improvement, Making High Performance Last. Vol.44, Iss. 6; pg. 31, 7 pgs (University of Phoenix Journal) Silver Spring. Retrieved October 25, 2007 from the University of Phoenix, MPA/520- Transformational Leadership.
- [17] Storey, John (1996) Blackwell Cases in Human Resources and Change Management; Blackwell Publishers, Cambridge, Massachusetts
- [18] Blevins, E David (1986) Management: Concepts and Effective practices, 2nd edition, West Publishing Co. Minnesota
- [19] Career Services (2014) Michigan Ross School of Business. Retrieved May 10 2014 from www.bus.umich.edu