



STUDY ON THE ROLE OF LEADERSHIP IN ORGANIZATIONAL CHANGE IN BPO INDUSTRY ACCENTURE

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Abstract

In today's dynamic business landscape, organizational change has become imperative for companies to remain competitive and adapt to evolving market demands. The Business Process Outsourcing (BPO) industry, characterized by rapid technological advancements and shifting client expectations, is particularly susceptible to change. Amidst these transformations, leadership plays a crucial role in guiding organizations through the process of change. This study explores the pivotal role of leadership in driving and managing organizational change within Accenture, a leading global player in the BPO industry. Drawing upon theoretical frameworks of change management and leadership theories, as well as empirical evidence from Accenture's practices, this study aims to provide insights into how effective leadership fosters successful organizational change.

Firstly, It examines the significance of visionary leadership in articulating a compelling change vision and aligning it with organizational objectives. Leaders at Accenture are expected to communicate the rationale behind change initiatives, inspire employees, and garner support for implementation efforts.

Secondly, the study delves into the role of transformational leadership in fostering a culture of innovation and resilience amidst change. Accenture's leaders are tasked with empowering employees, promoting collaboration, and fostering a mindset conducive to continuous improvement.

Additionally, the study highlights the challenges faced by leaders in navigating organizational change within the BPO industry, such as technological disruptions, talent retention, and global market dynamics. Effective leadership is critical in addressing these challenges and steering the organization towards sustainable growth and competitiveness.

Keywords: Leadership, Organizational Change, BPO Industry, Accenture, Change Management, Transformational Leadership, Visionary Leadership.

INTRODUCTION

In Today's Rapidly evolving business Landscape, the Business Process Outsourcing(BPO) Industry stands as a Cornerstone of Organizational Efficiency and Innovation. within This Dynamic Sector, Accenture Has Emerged as a Leader, Leveraging Its Expertise to Navigate the Complexities of Global Business Operations. As Accenture Continues to Adapt and Evolve, the Role of Leadership in Driving Organizational Change Becomes Paramount. This study Seeks to Explore the Multifaceted Relationship Between Leadership and Organizational change in Accenture's BPO industry. with a Focus on Understanding How Leadership Styles, Strategies, and Practices Influence the Process of Change, This Research Aims to Shed Light on the Mechanisms Through Which Leaders Facilitate Transformational Initiatives and Shape the Organizational Landscape. By delving into the Unique Context of Accenture's BPO sector, This Study Aims to Contribute Valuable Insights into the Broader Discourse on leadership and Change Management. Through Empirical Analysis and Theoretical Frameworks, It Seeks to Provide a Comprehensive Understanding of the Challenges, Opportunities, and Implications Associated with Leadership in Driving Organizational Change Within the BPO industry. Through this Exploration, it Is Hoped That Organizations, Leaders, and Scholars Alike Can Gain Deeper Insights into the Role of Leadership in Navigating change Within the BPO sector, Ultimately Fostering Greater Organizational Resilience, Innovation, and Success in an Ever- Evolvingglobal Marketplace.

Accenture, renowned for its innovative solutions and client-centric approach, operates in a highly competitive environment where adaptability and agility are key to success. As Accenture navigates through the complexities of the BPO industry, its leadership plays a pivotal role in envisioning, initiating, and executing organizational change initiatives to meet evolving client needs and market demands.

The purpose of this paper is to explore how leadership at Accenture influences and facilitates organizational change, the strategies employed by leaders to navigate challenges, and the impact of leadership approaches on organizational performance and employee engagement. By examining the case of Accenture, we aim to glean insights into best practices and lessons learned that can inform leadership strategies in other organizations within the BPO industry and beyond. The paper begins by providing an overview of the BPO industry, highlighting its significance, growth trajectory, and the factors driving change within the sector. Subsequently, it delves into the theoretical underpinnings of leadership in organizational change, drawing from relevant literature on change management and leadership theories.

Accenture, a global leader in consulting, technology, and outsourcing services, operates in a dynamic environment characterized by constant technological advancements, shifting client demands, and evolving market trends. In such a context, effective leadership becomes paramount in driving and navigating organizational change

In the fast-paced and highly competitive landscape of the Business Process Outsourcing (BPO) industry, organizations like Accenture face constant pressure to adapt and innovate to meet evolving client needs and market demands. Effective leadership plays a critical role in guiding companies through periods of change and transformation. Accenture, as a prominent player in the BPO sector, serves as an intriguing case study for examining the dynamics between leadership and organizational change. With its global footprint, diverse service offerings, and commitment to technological advancement, Accenture provides a rich context for understanding how leadership strategies influence the success of change initiatives in the BPO industry.

1.1 Research Background

In the BPO industry, leadership during organizational change involves setting a clear direction for the transformation, engaging employees at all levels, and fostering a culture of adaptability. Effective leaders in this sector need to communicate openly, address concerns, and provide support to employees throughout the change process. They should also lead by example, demonstrating resilience and flexibility in the face of challenges. Have you had any personal experiences or observations with leadership in organizational change within the BPO industry? Every individual has some dreams and goals for his/her betterment, improvement or successful. But unfortunately only having dreams and goals is not sufficient. We need to take practical steps and actions to get them in a better way, and these steps.

Every individual has some dreams and goals for his/her betterment, improvement or successful future. But unfortunately only having dreams and goals is not sufficient. We need to take practical steps and actions to get them in a better way, and these steps and actions demand different kind of knowledge, skills and talent to become successful.

Likewise in order to get the level of long term success and sustainability the organizations need to take some practical steps. While talking about these practical steps for organizations, the scholars and researchers agree that organizations need to accept, adopt and implement changes in their business model according to changing trends, technologies, customer preferences and future concerns. Many authors write massively in this area. At the one end when, Caetano takes the organizational change as a demand of time to remain successful in business (Caetano, 1999) Boston, at the other end claims that organizational change is important for long term success and survival of an organization. There are possibilities for organizations to lose their reputation and market share if they do not prepare themselves according to rapidly changing circumstances and situations. (Boston, MA, 2000). Different authors describe the significance of organizational change in different way, but it's an accepted fact that organizational change is important for sustainable business and long term success.

Accepting the greatness of organizational change and knowing the fact that practical steps are needed to make things happen, the next question may arise in minds that "who will take initiative to bring these changes for organizations, to take practical steps" and "who will be the person in charge". Scholars and researchers also agree on the point that role of a leadership/leader is very important while managing organizations or addressing the issue of organizational change. Kennedy believes that role of the leadership is a key while addressing the issue of organizational change and effective leader can bring effective change for an organization (Kennedy 2000). In their book *Organizational Change*, Senior and Fleming discuss the role of leadership and claim that leader is a change agent who can take initiative and bring change for organization (Senior and Fleming 2006).

Knowing the importance and implication of organizational change and admitting the fact that organizational change is the demand of a time, for sustainable success and leader/leadership can play a key role in bringing and implementing these changes, by deciding the desired form of an organization and taking the practical steps which are needed for the process. The next obvious question which one can have, that what kind of leadership is needed for successful organizational change?

At the point where the authors agree and accept that the role of a leader is crucial for managing organizational change, at the same point they also mention that the process of organizational change is very complex and challenging. A competent and effective leadership is required to manage the situation. Gruban highlight the fact that the leadership competencies have a great relation with successful organizational change and a competent leader may prove more effective in managing the change process successfully (Gruban 2003). Bennis also acknowledges that special qualities and characteristics are required from a leader to bring successful organizational change (Bennis, 1987).

1.2 Research Importance

Coming to the stage where we believe that not only the leadership but the competent leadership is required to understand, formulate and implement the most suitable change for organizations, the next manifest is , what kind of knowledge, skills, talent and competencies are required from a leader to bring a successful organizational change. It is also important to know, what is the relation of successful organizational change to the leadership competencies? And this area will be the focus of our thesis.

While discussing the leadership competencies authors admit that organizational change is a process in which a most desirable and suitable future form of an organization is perceived and route map is decided to get this new shape. Therefore a visionary leadership with innovative approach is a key to make this change happen successfully (Gesell, 2010). According to Bennis, vision is a mental image of a desirable future, so it is important that this future is perceived accurately, which needs a visionary leadership (Bennis & Nanus, 1985). Scholars also highlight that the innovative approach of a leader can increase the chances of success for a leader to get his vision (Bass 1990). Under the light of scientific articles and journals it can be seen that vision and innovative approach are two of those important characteristics of leadership which can make h/her more effective to address the issue of organizational change.

The role of leadership is well investigated on the basis of its competences and characteristics to address different organizational issue. Many leadership theories and leadership styles are presented by the scholars to handle and manage different organizational situations. Defining and discussing different characteristics of leadership authors also mention that some of these characteristics are more important, which a leadership should have to address the phenomena of organizational change successfully, but the relationship between these leadership characteristics and successful organizational change is not much investigated.

Sensing the gap, we take an initiative to investigate the role of leadership on the basis of h/her two characteristics which are “Vision” and “Innovative Approach” and to explore relationship between leadership and the successful organizational change by taking these two characteristics as variables.

1.3 : Purpose

To meet the highly competitive and ever changing environment of business and trends, there is a continuous need for organizations to change their business model according to the trends, technologies and future concerns. This demands the most competent leadership for organizations that is not only well capable to understand and analyze the current business needs, but also prove effective and helpful to suggest the most suitable form of a change by using h/her vision and then implement this change by using h/her innovative approach to get that vision successfully. Knowing the importance of organizational change and accepting the key role leadership in change process, the purpose of this thesis is to explore the relationship between successful organizational change and leadership on basis of h/her two characteristics which are “Vision” and “Innovative approach”. We will try to see this relation under the light of literature review and case studies, the results will be analyzed then on the basis of proposed model.

1.4 : Research Questions

This thesis revolves around the core research question that is:

How do visionary leadership with innovative approach relate to successful organizational change?

In order to make this thesis manageable and reader’s friendly, we decide to split our core question in to three further sub questions, and then come to the actual area of research. There are two reasons behind the purpose, first we want to give our readers a sufficient knowledge base to easily understand the characters, which we are going to use in this thesis, and the second reason is do our work in more structured way. Three extended or sub research questions which we decide to address first in this chapter, are:

1: Why is vision important for leadership?

2: What is the importance of innovative approach? 3: Why is change needed for organizations?

2: Research Methodology

Methodology is the part of research that shows the ways and approaches of collecting the data (Oliver, 2004). Our research is primarily qualitative and case based. The reason for choosing the case study strategy is the exploratory and the qualitative nature of study. Since the case studies have become one of the most common ways to do qualitative inquiry” (Stake, 2000, p.435). One of the reasons to use case studies in our research is its quality of flexibility which allows the researchers to use multiple data collection methods (Yin 1989; Merriam, 1998). According to Robson (1993), flexibility is always the main strength of the case study strategy in terms of interpretation and getting access to the specified places, or organizations.

The research is based on secondary data. We used document analysis/content analysis as main method of data collection. Document analysis/content analysis also called “textual analysis” (Travers, 2001: 5) in the study will include all kinds of academic articles, textual and multi-media products, ranging from television programmes to web sites on the internet. Significant data was collected through telephonic and online interviews as well. The main purpose of interviews was to link the cases with the concepts identified in the literature searched through content analysis and to arrive at a model. The other reason for using interviews was to supplement document analysis and stimulate further questions for analysis. It was also helpful to make this thesis more systematic, as well. The stages of our data collection are as follows.

2.1 Preliminary and exploratory phase:

We reviewed a wide range of literature in the form of academic articles in electronic data bases about change management and innovation broadly. Those searches helped us in identifying the links between the leadership qualities and organizational change, which further helped us in refining and narrowing down our topic and research question. The main themes identified in academic articles were certain leadership qualities resulting in change and innovative strategies. We tried to search for some real cases during that time as well where the visionary and innovative practices have lead to successful outcomes. Our interest was more towards the developing countries firms experiences due to the reason that socio political environment of developing countries doesn't facilitate vision based innovative ideas and practices. We also wanted to see the applicability of the concepts and models used in the Western context to the developing countries context. Besides we conduct a few telephonic interviews with people with relevant background to identify the critical factors of phenomenon. In formally we tried to know about the phenomenon through chatrooms of MSN/YAHOO/SKYPE. Due to the reason that managing organizational change itself is a broad phenomenon and is defined differently in various settings, we have to conduct this preliminary and exploratory research.

2.2 Data Collection phase:

The second stage of data collection was rather more systematic. We narrowed down our research by inserting keywords “Vision” “Leadership” and “innovative approach” in the search fields in electronic data bases. We reviewed more than 40 articles, and we identified that almost three fourth of the articles were about the concept and role of leadership.

We succeeded in finding two practical and real cases as well during that time. One was Nirala Sweets from Pakistan and, the other was MAS Holding from Sri Lanka. Thus we choose two different companies of different countries; these are Pakistan and Sri Lanka. The reason to select the Pakistani company was that it is located in our home city, and it was also not difficult to gather data from this company, because our relatives and friends are working in this company. One of the reasons to choose that company for our case

study was that after reading the different articles we arrived at conclusion that this company suits best to address and explore our research question.

In the case of Nirala Sweets we gather data from telephonic interviews and internet meetings with different officials including Manager Human Resources (HR) and Manager Research and Development (R&D) department. We also interviewed two of our friends and relatives working in this company. Four people were interviewed in total, the two are manager (HR) and manager (R&D), and the other two are our close friends working in this company in the department of sales and operations and are regular employees. The manager HR and manager R&D both were interviewed twice in four sessions and the total time of these interviews was 72 minutes, about 15 to 20 minutes in each session. These interviews were informal in nature, where we talked about the company's strategies, details of different departments, the management structure and the steps taken by the leadership during the process of organizational change. We have talked several times with the guys working in operations and sales department, as they are our friends and we meet quiet often at internet via different text, and voice channels. During our different chat sessions we talked about the new items introduced by the company, companies marketing and sales strategies and the repute of the company in the market. All the collected data was saved carefully and confirmed again and again, we also try to cross check the gathered data with information available on internet, in order to increase the reliability credibility of our work. The reliability can be taken as the stability of results. If the data collected through different channels is stable and refers the researchers towards same results then it can be considered stable and "A high degree of stability indicates a high degree of reliability" (Joppe 2000, in Golafshani, 2003, p 599) The interviews were made telephonically and electronically through MSN, Skype and smart VoIP.

The purpose of interviews was to identify the vision of the leader that motivate the company towards organizational change and innovation from employees' perspectives and also managers point of view who were involved practically in the process change management. It gives perspectives from 2 different angles on the same phenomenon.

It also helps in validating our concepts, or findings. According to Joppe "Validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are" (Joppe 2000, in Golafshani, 2003, p 599)

The reason to choose the company from Sri Lanka was also same; our previous teacher did research on this company. In addition two of our friends in Pakistan who also had worked for that company in the past. One was working in the department of operations as an Assistant manager and the other was working in manufacturing unit as a shift in charge. We conducted in- depth interviews from total three persons; we interviewed with of our teacher three times for the purpose, with 45 minutes of total time. In this interview we talked about the history of the company, the vision of leader/leaders and the achievement made by the company. We have talked several times with both of our friends, through telephone, Skype, MSN messenger and Smart VoIP the nature of these chat sessions were informal where we talked about the working atmosphere of the company, the facilities for the workers which are introduced by the company, the annual sales and the performance of the company in the national and international business. We made notes of the relevant information, wrote in the form of words and analyzed. The data was also cross checked with the information available on net. After writing all the data in the form of cases it was send to our friends, teacher as well as the company officials to check the data for its reliability, and after their confirmation this was put into our final work.

3. Data Analysis Phase:

We employed content analysis approach here by counting the number of times that, any particular leadership property was linked to organizational change and innovation, accepting the fact that innovation and successful organizational are closely related things (Schunpeter, 1971). We reviewed those three forth articles and identified the instances of the visionary leadership. We reviewed that the visionary leadership and innovative approach are two of those important factors for bringing change in any organization, so we come to conclusion after content analysis that the role of leadership is central for the change and innovation as well. At the same time we did in-depth within and across analysis of 2 case studies to identify the constructs that we identified in literature and its relation to organizational change and innovation in the cases. We analyzed all the interviews to identify the constructs and the relationship we identified theoretically in the literature in the case studies. We in one way matched the patterns (words) in the literature with the words of the interview. It's called pattern matching in case study approach. We reviewed different books and article and literature in order to build a model, though the primary objective of this study was not to arrive at a model.

4. Writings the Thesis:

During our thesis work, we see that the visionary and innovative leadership is the relatively important factors for bringing change in any organization, so we come to the assumption that the role of leadership is central for the organizational change and innovation as well. There are certain specific leadership traits which spur innovation processes in the organization. Our case studies suggested that these traits were the prominent factors behind the generation and implementation of visionary and innovative practices on the respective organizations.

The resulting model is based on the article, literature and case studies which we have studied in depth. The model can be tested and further developed in the future.

3: Theoretical Framework

When we think about the term "Organization" two questions may arise in mind as a first reflection. The first is "What kind of organization"? And the other is "Who is the leader? There may be many factors which can lead an organization towards success or failure, but the role of leadership is also important and crucial in handling organizations.

In these chapters we will define and discuss the characters of our thesis under the light of scientific articles, journals and books. We will discuss the research questions which are mentioned in chapter one, and the related terms, with different angles, in order to give our readers a multi angle view over the topic, and try to keep it simple and well understandable.

1. Why vision is important for leadership

In this chapter we will describe and discuss the term "leadership", its characteristics and qualifications. We will discuss the term leadership in detail later in this chapter under the light of scientific definitions, but in our thesis we will use the term "leadership" in the meaning of a Person/Manager/ or Leader who is responsible for organizational matters .

Knowing the fact that leader is a person, anyways, and a person can have multiple qualities and characteristics, we will use the terms "Vision" and "Innovative Approach" as two of those several qualities that a leader can have.

The purpose of this thesis is to investigate effectiveness of leadership on the basis of tow variables, which are "Vision" and "Innovative Approach". This thesis does not deny the importance of other variables/characteristics through which the role and effectiveness of leadership can be investigated.

1. Vision

The vision is sort of complex term to define and has multidimensional view. Different scholars and researchers describe it in different way. Kouzes takes it as “*an ideal and unique image of future for the common good*” (Kouzes and Posner, 2007). At the other end Jonathan swift states that “*Vision is the art of seeing the invisible*”¹. To better understand the term vision we quote a lesson which Alice learned in world fame novel “Alice in Wonderland”. Alice learned this lesson when she was searching for a way out of Wonderland and came to a fork in the road. “Would you tell me, please, which way I ought to go from here?” she asked the Cheshire Cat. “That depends a good deal on where you want to get to,” the cat responded. Alice replied that she really did not much care. The smiling cat told her in no uncertain terms: “Then it doesn’t matter which way you go”.

Knowing where you are going and what is the destination needs a clear vision. Vision can develop motivation, inspiration, and mutual responsibility for success and can provide smart choices to the people because they can make their decisions on the basis of end results which are already in their mind because of their vision (Kotter , 1996). Therefore vision can be taken as an ability or characteristics of a person which can not only make h/her capable to perceive the future in precise and accurate way, but also can increase h/her motivation and sense of responsibility to get this desired future.

2. Leadership

Leadership and its role are the most concerning issue for the business and organizations now days. The “*Leaders are individuals who establish direction for a working group of individuals and who gain commitment from this group of members to established direction and who then motivate members to achieve the direction’s outcomes*” (Conger, 1992, p18). The term leadership can be viewed through multiple angles and concepts. Traditionally leadership is a set of feature owned by the leader or it is a social phenomenon that comes from relationship with groups.

These concepts can give different opinions about the definition of leadership. It is a continuous debate that whether the leadership comes from the personal qualities of a leader or a Leader makes followership through what s/he does or believes (Grint 2004). Grint also highlight position problems with the leadership, which explores, is the leader a person in charge? With the true authority to decide or implement, or it is only a person in front who takes h/her directions for someone. Recent reviews take leadership as “a process whereby an individual influences a group of individuals to achieve a common goal (Northouse 2004). Another view about leadership is that “leadership is like the Abominable Snowman, whose footprints are everywhere but who is nowhere to be seen” (Bennis and Nanus 1985).

In short leadership/leader is either a person who is in charge and has authorities to take decision and also ahs powers to implement his/her decisions or a process having a set of other authoritative process about organizational, personal or social process of influence for which the groups, teams or organizations can do more to increase their ability. The selection of the leader not only depends on the personal characteristics of personal but also on the social and cultural factors along with h/her exposure towards life (Bolden 2010).

3. The Organizational Leadership

Organizational leadership is not a magic that one person have and other don’t have. It is also not all about the ordered by boss and then observed by him that how much these ordered are obeyed. The leadership of an organization is instead, an ability of management to get and protect the company benefits by realizing employees need and company targets and bringing them toge ther to work in a better environment to achieve the common goals (Sansom 1998). Organizational Knowing where you are going and what is the destination needs a clear vision. Vision can develop motivation, inspiration, and mutual responsibility for

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Dunphy and Stace describe an organization leadership as a person who can promote change in an organization by its vision and strategy (Dunphy and Stace 1994 in Senior and Fleming 2006). In this era of rapidly changing business trends and increased customer demands, the role of leadership is more crucial now a days. The strategic leadership is eagerly needed for organizations, 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. This action by leaders is decisive not only for the effectiveness of the organization but also for its very survival (Bass, 1990; Burke & Cooper, 2004).

As the business goals can't be achieved without adopting any strategic business process, likewise the organizational success and sustainability also can't be accomplished without a strategic role of leaders. From allocation of resources to alignment, from perception of thing to decide future focusing, form commitment and motivating the teams to get the goals of an organization, to confirm the sustainable growth, it's a leadership whose footprints are everywhere (McGuire, 2003).

3.1.4 Visionary Leadership

Leader/Leadership is about leading the organizations and organizational teams to go somewhere. If the leaders and its people don't know where to go, then leadership means nothing. So it is important for leaders to have a clear vision. If we try to put the light on word vision, it may have different pictures and angels.

According to Bennis and Nanus "*vision is a mental image of a possible and desirable future of the organization*" (Bennis & Nanus, 1985, in Lysterly, Maxey 2000, P 48) This mental image grows inside the mind of leaders and depends on the h/her competency to perceive the things accurately and use them intelligently for the betterment and sustainability of an organization. Bennis also describes that there are some practically proven leadership competencies that can affect the performance of an organization, which also includes "vision and goal setting", "interpersonal skills and self knowledge" along with some special characteristics which may be concerned with any specific businesses.

Kotter states that the vision is the ability of a leader to look in to future while aligning the team with that vision, and then make them inspire to get the desired goals concerning that future:

Organizations are based on teams, and dedicated team work is required to make things happen. These people and teams need a clear picture of a future that motivate and inspire them to become an efficient part of an effort for getting that desired future. It is also important in the way that what the reason of their work and decisions is? It is the vision of a leader that makes it assure that actions and the decisions of organizational team are fit into the actual picture of desired future (Kotter, 1996) Kotter also discuss that without the vision of leaders the motivation level of organization people may go down and their activities become meaningless which can prove worst for an organizations at the later end. He further said that

"Vision plays a key role in producing useful change by helping to direct, align and inspire actions on the part of large numbers of people. Without an appropriate vision, a transformation effort can easily dissolve into a list of confusing, incompatible and time consuming projects that go in the wrong direction or nowhere at all" (Kotter 1996, p7)

Though Bennis and Kotter, try to highlight the term "Vision" with different angles and describe it in different ways, but it can be easily understood from their claims, that vision is a ability of a leader to predict and perceive future, in a precise and accurate way along with defining the route map that how to get into this future successfully.

While summarizing the debate on leaders vision, a question can arise into minds "it there any leader without vision" the answer is no. Like every human being every leader must has some vision, but vision of two leaders could be different even while managing the same organization or same matter, because the vision is a perception of unseen things. Two leaders may perceive differently. Moreover as we can't say that this leader is innovative or this is not, before we can see h/her action, decisions, steps taken and their results, for a certain matter. Likewise we can't say that this leader is visionary or this is not before seeing the results of his perceptions.

3.2 What is the importance of Innovative approach?

The relation between dreams and the human is as old as the human civilization is. Many people have dreams and ideas for the betterment of themselves and their institutions. But most of these people can't get their dreams in their lives.

The leader is one who may have some dreams and ideas like other people, but also has an ability to turn these dreams and ideas in to reality. This is the basic difference between the dreamer and leaders. Prestwood and Schumann states that "*Leadership is a state of mind not a position*" (Prestwood and Schumann 2002, p1) in this age of uncertainty, organizations and companies may face some unexpected and unwanted circumstances any time. So the need of capable leadership is more than ever now days to sense these unexpected conditions before time and to cope with them by their innovative approach (Prestwood and Schumann 2002)

Imaginations can play an important role to take a competitor advantages in business. The

3.2.1 Importance of Vision and Innovative Approach for Leadership

To survive, in this age of global competition, the organizations and businesses have come to realize the need of innovative approach and innovations in their business model and strategies. It is well evident from the recent reports and publications that the companies form different geographical regions and countries spend a considerable amount of money for the purpose of innovation, and the ratio of allocating the funds for innovation is continuously increasing (Hage & Powers1992) For organizations who want excellence and sustainability in their business, need to think about the managers/leaders/leadership with innovative approach in order to develop the business strategy by turning their innovative concepts into reality (Carneiro.A 2008).

Innovation is an art of responding the market and technological challenges and the future trends of business for organizations in most suitable way that can lead organizations towards long term success and sustainability. It is necessary to make the products, services and business model compatible with the potential market demands and customer needs in order to meet the organizational goals and sustainable development (Brenner 1987).

capable leadership was also observed to handle, manage and implement these changes successfully. The question was raised by the scholars that what kind of leadership is needed for organizations, to cope and handle the situations of more demanding and rapidly changing business trends? Most of such questions were answered by highlighting the role of visionary leadership with innovative approach, as a key component (Bass 1990).

There are different theories presented by the scholars to explain and identify the characteristics of leadership in an organization, in terms of their effectiveness.

Contingency Theory

Fiedler presents the contingency or situational theory of leadership by highlighting the three important factors which has affect on the performance of leaders. Some of them are listed below:

Leader-Member Relations: It describes that what are the relations between employees and the leader and up to what extent the employees have trust on leader's and how much the leader can attract h/her employees and subordinates and up to what level the leadership is source of inspiration for them.

Task Structure: This factor talks about the nature of jobs for employees whether they are routine or

non routine, in order to manage and get the maximum output of employees work.

Position Power: The position power is the power of leadership which s/he has in the organization. The leadership with the power of decisions and their implementation is needed to handle and manage the organizational issues with confidence (Fiedler,1996).

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Path-Goal Theory

Path Goal theory claims that the most successful leaders are those who keep their employees and subordinates motivated defining and making the path of work clear to them through their clear vision. The main characteristics of a leadership according to this theory are to motivate their teams to meet the organizations goals by keeping control on the outcome of their work and activities. Leaders also appreciate the employees and give rewards on their good work, and to raise and maintain the enthusiasm by giving them confidence about their ability as well as to work (House 1971).

Leaders Style Theory

This model highlights the urge of high quality decisions in organizations, which are well acceptable for both employees and leaders. In this model different ways are described for leaders to make appropriate decisions. This model also guides leaders in finding the level to which the employees can be the part of the decision making processes (Vroom and Yetton 1973).

Transformational Leadership theory

The transformational leadership means when leader transforms, or changes, h/her subordinates in three significant ways. These ways may lead to win the trust of subordinates for leaders. That can increase the output of their work and doing job activities which can help to achieve the organizational goals in better ways. Some main characteristics of transformational leaders are that they increase the employee's confidence and awareness so they can enhance their performance, and also make them able to understand their personal outgrowth and development (Burns 2003).

The transformational leadership also increases the level of dedication and motivation for employees to work for the betterment of organization in spite of their personal interest.

The qualities of transformational leadership may include:

Ability to work as change agents
Courage to take bold steps.
Ability to trust on others.
Value driven characteristics.
Good learning abilities.
Strong mental model to work in complex situation.
A clear vision

Managerial Grid Theory

Robert R. Blake and Anne Adams elaborated the theory of leadership grid. This theory describes the concern of leadership with the customers demand based production by focusing the better management of teams by leadership styles. This approach may be difficult to implement in certain circumstances. In the theory leaders keep their teams motivated and flexible to realize the need of change and accept it (Blake R and Anne Adams 1991).

From the above debate it can be seen that different scholars and researchers put the light on characteristics of leadership from different angles. There may be some difference in opinions and approaches to analyze these characteristics but all the authors agree on the point that the leaders must have some qualities to become effective leaders.

Innovative approach of leaders can help to foster the growth of innovative culture within an organization which at the later end can lead to innovations for that organization. But the question is what kind of innovation has not been fitted for the organization and what is the desired format of innovation that can be proved worth for that organization? For this, the visionary leadership is needed along with the innovative approach. Like only innovative approach is not sufficient, vision is also needed, likewise only vision is also not sufficient for leadership for the development and the sustainability of an organization. Vision is only 10 % and the rest is its implementation (Jick, 2001) It is good for leadership to have a clear vision, but how to achieve that vision. Five common qualities are discussed in literature for the leadership which can prove more beneficial for the firms, if the leadership has these qualities along with their vision

Formulate strategies and plans to achieve their visions (Bass 1985).

Communicate their visions to promote changes and widen support of the visions (Bass, 1985). Align people and supporting systems to suit their visions to make it sure that there will be no procedural and structural hurdles in the way of achieving vision, and provide the good to employees to work with dedication to make the vision in to reality (Nanus Empower their people to act consistently with the new vision and help sustain atmosphere 1992). commitment to it In order to get their maximum work output and let them work confidently for achieving the organizational goals. (Nanus 1992) Motivate their followers so that they work by using their maximum abilities and complete the allocated tasks within the given time (Bass 1985).

All above mentioned attributes refers the leadership to have an innovative approach in there, thinking, decisions and strategies. It can be assumed from the discussion that the leadership with innovative and visionary approach along with other characteristics can prove more beneficial for organizations, for the purpose of success, development and sustainability (Gesell 2010).

By summarizing the debate, though we still stick with our claim that the qualities of appropriate vision and innovative approach may lead a leader to be more effective and capable to run an organizational and better cope with organizational matters, but we also agree that there are other qualities of leadership which can play an important role in dealing with organizational matters. The literature we have read and explored on the topic also mentions that there are the other importance qualifications and factors for leadership which are prominent. Moreover the implication of environmental, social, financial, and unexpected situations can't be denied while taking big decisions or initiating the process of change for organization.

3.3 Why is change needed for organizations?

Many researchers and scholars talk about the importance of organizational change in different way. Some say's it is good for successful business and sustainability, some say's change can give a competitive edge in this era of high competitions, and some clam that changes are necessary for survival. We will discuss it in detail later in this chapter.

Our research area is to investigate the relationship between successful organizational change and the role of leadership on basis of h/her two characteristics/variables, which we already discussed in above chapter. Before going to explore and establish this relationship it will be better to discuss that "why should organizations go for change"? In this chapter we will discuss organization, why change is needed in fact for organizations, what its significance is? And what a leader can do to bring a successful organizational change.

The simplest definition of successful organizational change is the organizational change which gets its goals and targets successfully on which the change initiation process is base (Orlikowski 1996) our definition is the same, while we use the term successful organizational change in our thesis. The level of organizational change and the kind of organizations that take an initiation to implement the change is not the concern of this thesis.

The Organization

The term organization is a very broad term and can be described in multiple ways. Traditionally an organization is intentionally designed social unit that consists of a team or a group of people that work together for the benefits of an organization on a continuous basis to get the organizational targets and goals. For example the manufacturing and service firms are organizations, and so are schools, hospitals, churches, military units, retail stores, police departments, volunteer organizations, start-ups, and local, state and federal government agencies (Hatch 1997).

Organizations can be located in the public sector or in the private sector, they can be unionized or not, they can be publicly traded or they can be privately held. If they are publicly traded, senior managers typically are responsible to a board of directors, which may or may not take an active role in, how the firm is running. The managers themselves may or may not own shares of the firm. If the firm is privately held, it may be run by the owners or the manager's report to the owners. Firms can also operate in the profit or the non-profit sector (Robin & Langton 2010).

Senior and Fleming describes organization as a combination of individuals, people or groups trying to influence others to achieve certain objectives by using different processes and technologies in a structured way. They May consists of social arrangements of certain groups in a formal way to achieve certain objectives and having well defined boundaries and limitations (Senior & Fleming 2006).

So the organizations can be taken as group of people, team or social entities that are structured, goal directed and to work for a common task by sharing and coordinating their knowledge, skills experiences and activities.

2. Change

The word change is taken as a result normally. A simple definition of change in the Sansom and Reid Oxford children's Dictionary (1994:195) defines the change as to become a different. Van der Merwe tells that the word change is obtained from the Latin word to better (Van der Merwe 1991).

In general the word change means is to alter, to make something different or better or transformation of any existing thing by adding some values or giving up for something else. The change is usually planned and there are some responses against changes. The respondent thinks first that what has to change and what have to give up. Most authors think that respondents more concentrate on what have to give up rather than what has to gain because the giving up is morecurtail. Different types of recourses are used/and or can be used to bring changes according to

the nature and environment. Changes are always adopted for the good reasons and the subject of interest is always the outcome of the effort.

Change may be any action or set of actions having some directions to do something new or to amend something. Changes always require commitment and directions. Change is not always positive but there are several ways which strengthen the commitment to happen the certain types of changes (Boston.MA, 2000).

3.3.3 The Organizational Change

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

Leadership planning and vision is most important.

The planned changes are more related to the management in which management put deliberate effort to make something happen. Strong commitment and systematic approach is required in planned change and the most important thing in planned changes are based on the vision of leader and stated objectives. Changes may affect the strategies, tasks, or factions within the organizations.

There are different kinds of changes according to the nature of organization and its environment, some organizations adopts small changes (incremental changes) while others may go deep towards the organizational transformation usually known as corporate transformations (radical changes) which requires the changes in broader scale and are difficult to handle. (Boston.MA, 2000) There are further three phases of organizational change which organizations usually adopt. These are unfreezing, moving and refreezing. (Senior & Fleming, 2006) Unfreezing is about changing the attitudes and behavior of the employees and working environment. This 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 leader's role is also very important in unfreezing because it requires a well structured way of implementation the change by managing the behavior and attitudes of people working together. It also requires strong commitment of all the people to work together for a stated common vision. Moving is the next phase in which organizational top management identifies, plan, and implement the appropriate strategies. In this phase it is also decided that either organization 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 the moving phase. The next step is to refreeze the change situation in which leader assists in stabilizing the changes so that it becomes integrated into status quo. This is most important to understand for the leaders that how to refreeze the changes because if refreezing is incomplete or not manage properly the change will be ineffective and the pre-change behaviors will be resumed. Refreezing always encourages the possibilities of the further changes.

The leadership qualities are very important for organizational changes because it is most important to handle the resistance, confusion, exploration and commitment of management. There are some predictable behaviors 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 organizational change in brief, is an intentional effort made by organization leader/leadership/manager to take the organization towards betterment. There could be many reasons or motivations behind the change process, including external or internal pressures for change, technological, social or economical factors. Moreover the vision of an organizational leader/leadership and its innovative ideas can also be reason behind the organizational change process.

3.3.4 Importance of organizational change

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

The change process is very challenging and important for organizations and can lead an organization 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 also highlight that change for organizations is necessary to deal with the diversities and the complex market situations (Ulrich, 1998). There are different forces that influence organization for change and these forces may create expectations of improved efficiency and better services, usually external forces leads towards innovation. When organizational changes are well planned and carried in a structured way it leads to continuous improvement and organizational innovation (Boston.MA, 2000).

3.3.5 Organizational Change and Organizational Innovation

In today's technology oriented world, the rules for the development and success in business are changed exponentially. Organizations need to change and innovate in the response of changing environment. Organizational innovation needs to identify the new ways to deal with the things, which may lead an organization to provide a collective resource for innovation (Vadim Koteliikov, 2004).

Innovation in simple words can be defined as to change in ways of doing things in order to create useful new stuff (McKeown, 2008). It can also be viewed as change in product or services that involves the evolution of features and capabilities as well as the introduction of "new-to-the-world" (Benner & Tushman, 2003).

The term innovation has been investigated through multiple angles and aspects by the researchers including technology, economic, social global and political environments, customers and market trends, organization culture, behavior and organizational change and there is a wide range of approaches through which the phenomena of innovation can be viewed from the organizational point of view (Fagerberg et al, 2004). The innovation can be referred as the growth and the improved performance of an organization, which can lead an organization towards a sustainable success. Linking the organizational innovation to organizational change in their article "*Nurturing Organizational Innovation During Change*" Khazanchi, Slay and Rothenberg claims that organizational change may lead to organizational innovation as the successful organizational change increase the level of personal creativity of an organization which is a key factor which can become a base of organizational innovation (Khazanchi, Slay and Rothenberg, 2006).

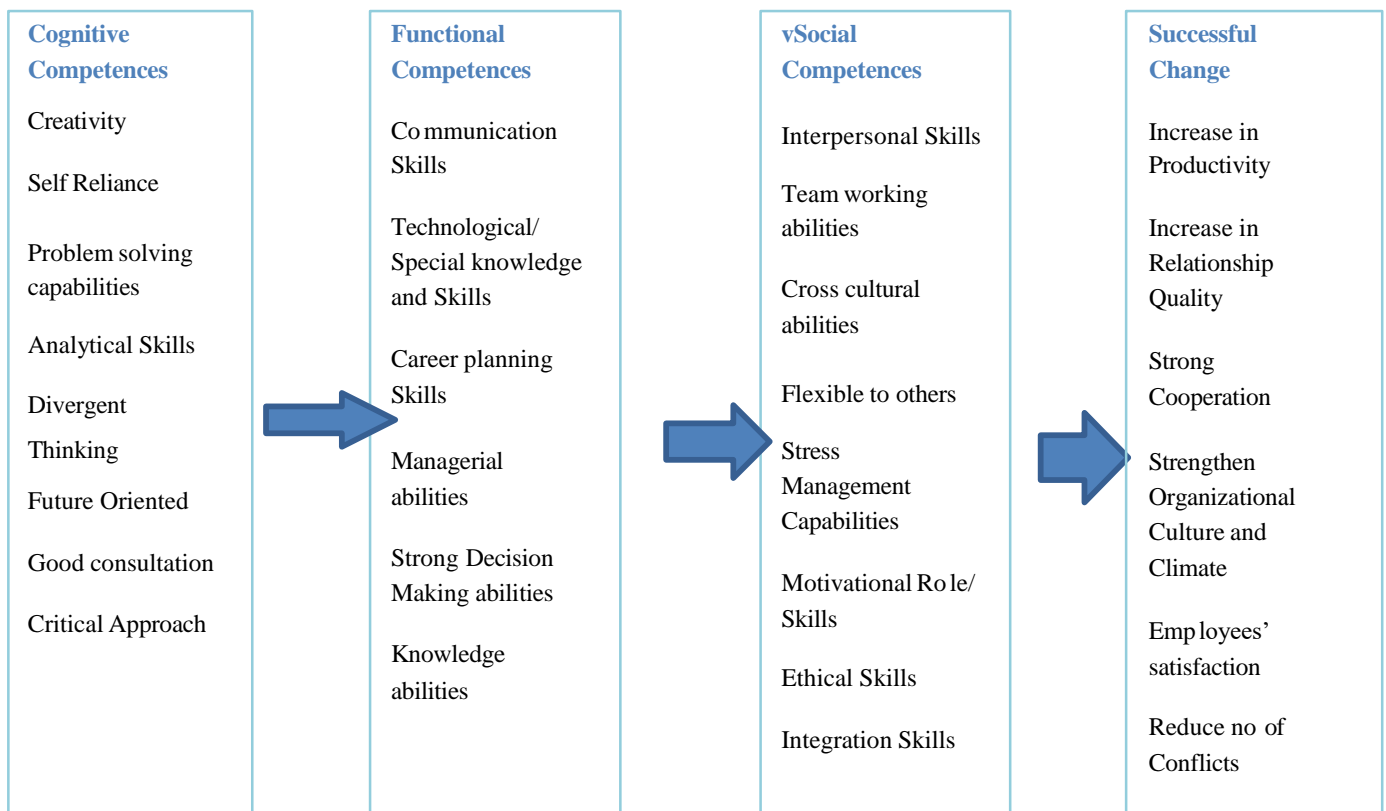
In his research report "*Organizational Innovation in European Firms*". Coriat claims that successful organizational change may increase the degree of flexibility and performance of an organization which may lead an organization to the path of continual improvement and innovation (Coriat 2000). Hage describe the same thing from a different angle and describes that successful organizational change indicates the enhanced learning capabilities of an organization which may lead an organization towards innovation (Hage 1999).

There are a lot of factors which are important and can be linked with the organizational innovation. It cannot be claimed at the point that organizational innovation is a result of any single factor. It can be involved with the combination of different factors which can be the reason of organization to innovate.

3.3.6 Role of Leadership in Organizational Change

Most of the organizations agree now a days that effective leadership is one of the most important contributors to the overall organizational 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 changes (Kennedy, 2000). Brookfield highlight the importance of culture while addressing the issue of organizational change, he mentions some roadblocks which can affect the change management efforts, which include the secrecy culture, the individualism culture and silence culture (Brookfield, 1995). The competent leadership can handle and manage such problems. According to Gruban (2003) the competence is an ability to manage knowledge and other skills and capabilities.

Leadership Competences for Effective Change Management



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 organizational change.

Virtanen highlights some competencies of leaders and relates them to successful organizational change in his model of leader competencies (Virtanen, 2000). The table above highlights the role of leadership and h/her competencies with successful organizational change. The table also defines that these are the most

important capabilities and competences which are helpful and useful for organizational changes. According to the different authors the leadership competences are strongly connected with the successful organizational change, “the leadership competences have a great relation with the organizational success and change” (Gruban 2003).

It is evident from the literature that initiating and coordinating change always requires well developed leadership skills. This is also true that any change process mostly face the certain level of resistances, 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 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. These 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 organization 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 favor of new ones (Reardon 1998).

3.4 Summary

Globalization 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 towards companies but also changeful. So is better for companies 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 companies and organizations need to adopt and implement the change in their business model. Organizational change is process which is referred to the intentional effort of a leader who takes an initiative to take the h/her organization towards betterment.

Organizational change can make an organization capable to better respond the future trends, technological changes, social and economical changes, and can also provide a competitor edge in this age of high competitions. Change can also improve the performance of an organization which at the later end may lead organizations towards a long term success and sustainability.

While talking about organizations the leadership and its role are the most concerning issue in managing organizations and organizational change. It is accepted by scholars that organizational leadership has a central role in evolution and cultivating an organization. It can help the member of an organization and working teams to face the challenges and to work for organizational goal in a worthy way. The role of a leader is also very prominent while addressing the change issue for organizations.

The process of organizational change is very demanding and challenging. The strategic leadership is eagerly needed for organizations, 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.

The leader is a person, anyways, who can have different competencies, capabilities and characteristics. Different scholars present different theories and discuss the characteristics of leadership. They also point out some capabilities of a leader which can make him more effective in managing the organizations. Different

leadership styles are also presented by the researchers which a leader can adopt to become more effective in managing organizations and the process of organizational change.

As we know that the organizational change is a challenging process and the successful changes are those which are made by taking future trends into an account. To conclude the process of organizational change with success, some characteristics of a leader are relatively more important.

Organizational change means that leader is leading the organizations and organizational teams to go somewhere. If the leaders and its people don't know where to go, then leadership means nothing and h/she may not get the target of successful organizational change. So it is important for leaders to have a clear vision.

Vision of a leader is one of those several characteristics, which a leader can have to initiate and implement successful organizational 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 an organization.

The other important characteristic which a leader can have, regarding to the matter of organizational change, is an innovative approach of a leader. The innovative approach of leaders may lead a company towards a sustainable success and can better formulate the organizational strategy for desirable future for organization.

The innovative approach of a leader can be defined as an ability of a 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 organizations by motivating other to bring new ideas and provide proper infrastructure to convert these ideas into reality.

By acknowledging the importance of vision and innovative approach as competencies of leadership it is also true that there are other important characteristics of leadership which has an effect on the effectiveness of leaders while managing organizations and organizational change. Moreover it is also a fact that role of leader is not a single important factor while addressing the process of organizational change. There are several other factors which are important and have an ability to affect the process of organizational change and its results.

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

4. Analysis

In this chapter we will analyze our finding and give the results. These findings will also be analyzed along with the case studies and proposed model in order to better understand the results

How do the visionary and innovative leadership relates to successful organizational change?

Not long ago, the businesses were based on strategies, and the strategies were made by taking the current and known factor into an account. The focus of the leaders was then towards creating and providing the resources to an organization, so it may run smoothly in present circumstances. The game is changed now, in today's business, where the trends, technologies and circumstances are changing rapidly; the success of an organization depends on the better preparation for future, and the most difficult part in this scenario is to decide for future. The future which is unseen and you don't know about (Hage, 1980). Leaders know and

understand the need of change for organizations to survive, change in terms of products, services, work process and business model or any other form, for the betterment and development of an organization. But the question is, to understand the need of change is sufficient? Before elaborating upon this question we will quote a short story from literature reviewed.

Once upon a time the President of Cockroaches went to the President of Grasshoppers to seek a piece of advice on better utilization of cockroaches to achieve improved performance. The President of Grasshoppers promised to take the matter into consideration. After a few weeks, the President of Cockroaches again visited the President of Grasshoppers and asked whether he had given any thought to the problem. The President of Grasshoppers replied that he had indeed given serious thought to the problem and came to the conclusion that all cockroaches should become grasshoppers. The President of Cockroaches thanked the President of Grasshoppers for this excellent bit of advice, asking how the Cockroaches could become Grasshoppers. The President of Grasshoppers answered that his job was to make decisions, and that it was the job of the President of cockroaches to implement those decisions (Sahni 2000).

The story looks funny. But the matter is? Understanding the need of change is not sufficient for managers or leaders. They need to perceive, understand and then suggest the most suitable and desirable form of change. It demands the leaders, to use their competencies, including the power of their vision and then getting the path of successful change implementing by their innovative approach (Bennis 1985). The other angle which we explored the terms “leadership” and “change” is why the organizations go for change. What are the driving forces for change or what is the motivation behind the organizational change? Changes for only change are not acceptable, rather than it has some motivation or driving forces for taking the initiative of organizational change. Exploring the motivation or driving forces for organizational change is not the topic of this thesis.

There could be many driving forces behind the change, including:

- They want to increase their profit.
- They want to compete with competitors in better way.
- Their market is decline and they want to improve.

Of course these may be the good reasons and motivations for taking the initiative of organizational change. But the changes which are made without taking the future aspects, trends and concerns into an account may not get the long term success and prove temporary. These changes may not able to track organizations on the path of sustainable success and innovations (Pagon and Bautai, 2008).

This thesis does not claim that the leadership with, only having the qualities of vision and innovative thinking can make successful organizational change. There are other important characteristics of leadership (as described in chapter 2) which can play an important role, while addressing the issue of organizational change. It is also true that besides the role of leadership there are also other internal and external factors, like the nature of an organization and its culture, environment, both inside and outside an organization, political, technological and global factor, are also there, which matter a lot. Moreover the margin of unpredictable risk is always been there along with all above described factors, which affect the process of organizational change.

While acknowledging and understanding the above mentioned factors, we still believe that visionary leadership with innovative approach can prove very helpful and effective while addressing the issue of organizational change and the changes made by such leadership have greater chances to get the level of successful organizational change.

As we see in the chapter of theoretical framework, most of the authors are agreed that the visionary and innovative leaders may have a greater ability to conclude the process of organizational change with success. And it is because of their accurate perception of future trends, and their unique or new way of managing,

thinking and acting.

We can also see from the chapter of case studies that how visionary persons come into scene and take their companies towards breakthrough success by their innovative approach and decisions. In order to better describe and present our stance that visionary and innovative leader have profound relations with successful organizational change, we decide to describe our findings of literature review along with case studies and proposed model.

This model describes the four scenarios of organizational change, centering the role of leadership in the change process.

5. REVIEW OF RELEVANT LITERATURE

1. Leadership Styles and Change Management: Various leadership styles, including transformational, transactional, and charismatic leadership, have been explored in the context of organizational change. Studies have shown that transformational leadership, characterized by vision, inspiration, and intellectual stimulation, is particularly effective in driving change within BPO firms like Accenture.

2. Leadership Effectiveness and Employee Engagement: Effective leadership is closely linked to high levels of employee engagement, which is crucial for successful organizational change. Research suggests that leaders who communicate effectively, involve employees in decision-making, and provide support and resources tend to achieve higher levels of employee commitment and buy-in to change initiatives.

3. Change Management Strategies and Practices: Literature highlights various change management strategies and practices that leaders can employ to navigate change successfully. These include creating a compelling vision for change, building a coalition of stakeholders, fostering a culture of continuous learning and adaptation, and providing clear communication and support throughout the change process.

4. Organizational Culture and Change Readiness: The existing organizational culture within BPO firms like Accenture significantly influences their readiness for change. Studies have emphasized the importance of aligning organizational culture with change objectives, addressing cultural barriers, and fostering a culture of innovation and agility to facilitate smoother change implementation of External Factor on Change Dynamics.

Leadership Styles and Organizational Change: Numerous studies have explored the relationship between leadership styles and the success of organizational change initiatives. Transformational leadership, characterized by vision, inspiration, and individualized consideration, has been found to positively influence change outcomes in the BPO industry. Transactional leadership, with its emphasis on clear goals and performance monitoring, also plays a significant role in driving change within BPO organizations like Accenture.

1. Change Management Frameworks: Scholars have examined various change management frameworks and their applicability within the BPO context. Models such as Kotter's Eight-Step Change Model and Lewin's Change Management Model provide valuable insights into the stages and processes of organizational change. These frameworks help leaders at Accenture and other BPO firms effectively plan, implement, and monitor change initiatives, thereby enhancing the likelihood of success.

2. Leadership Competencies for Change: Research has identified specific leadership competencies that are crucial for driving and managing change in the BPO industry. These competencies include strategic visioning, communication skills, emotional intelligence, and the ability to inspire and motivate teams. Accenture's leaders must possess these competencies to navigate the complexities of organizational change and ensure buy-in from employees at all levels.

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5. Culture of Leadership Excellence: Building a culture of leadership excellence is essential for driving successful organizational change in the BPO industry. Accenture and similar firms must invest in leadership development programs, mentorship initiatives, and continuous feedback mechanisms to cultivate a pipeline of effective leaders who can champion change initiatives and drive sustainable growth.

6. Technology and Innovation: The BPO industry is highly dependent on technology and innovation to remain competitive. Leaders at Accenture must embrace emerging technologies, such as artificial intelligence and robotic process automation, to drive efficiency and agility in their operations. Additionally, fostering a culture of innovation is crucial for identifying and implementing new solutions to address evolving client needs and market trends.

SIGNIFICANCE OF STUDY

The significance of studying the role of leadership in organizational change within Accenture's BPO industry lies in its potential to yield valuable insights and practical implications for both theory and practice.

Several key aspects highlight the significance of this topic:

1. Practical Relevance for Accenture and the BPO Industry: As a leading player in the BPO sector, Accenture faces ongoing challenges and opportunities associated with organizational change. Understanding the role of leadership in driving change within Accenture's BPO operations is crucial for enhancing organizational effectiveness, agility, and competitiveness in a rapidly evolving market landscape.

2. Enhancing Leadership Effectiveness: Effective leadership is essential for successfully navigating complex change processes within BPO firms like Accenture. By gaining insight into the leadership styles, strategies, and practices that facilitate successful change, this study can inform leadership development initiatives.

3. Informing Policy and Decision-Making: Insights from this study can inform policy decisions and strategic initiatives aimed at enhancing organizational resilience, innovation, and competitiveness within the BPO industry. By understanding the role of leadership in driving organizational change, decision-makers can make more informed choices about resource allocation, talent development, and strategic direction.

4. Industry Dynamics: The BPO industry is highly dynamic and competitive, often characterized by rapid changes in technology, client demands, and market trends. Understanding how leadership influences change within this context is crucial for companies like Accenture to adapt and thrive.

5. Complexity of Operations: BPO firms like Accenture handle a wide array of processes and services for their clients, ranging from customer support to financial services. Implementing organizational change effectively requires a deep understanding of the intricacies of these operations and how they interact with leadership initiatives.

6. Impact on Client Satisfaction: The success of Accenture and other BPO firms hinges on their ability to meet or exceed client expectations. Effective leadership during times of change can directly impact client satisfaction by ensuring smooth transitions, maintaining service quality, and driving innovation to meet evolving client needs.

7. Employee Engagement and Performance: BPO operations rely heavily on the skills and motivation of their workforce. Leadership plays a critical role in inspiring and guiding employees through periods of change, fostering a sense of purpose, and aligning individual and organizational goals to drive performance and productivity.

8. Risk Management and Compliance: BPO firms operate in a highly regulated environment, particularly when handling sensitive data or providing services in regulated industries such as finance or healthcare. Effective leadership is essential for managing risks associated with change, ensuring compliance with relevant regulations, and maintaining trust with clients and stakeholders.

9. Innovation and Future Readiness: The BPO industry is constantly evolving, with advancements in technology such as automation, AI, and analytics reshaping how services are delivered. Leadership that fosters a culture of innovation and adaptability can position companies like Accenture for future success by staying ahead of industry trends and embracing emerging opportunities.

10. Global Implications: BPO firms often operate across multiple geographies, serving clients with diverse needs and facing unique challenges in each market. Leadership that can navigate cultural differences, promote inclusivity, and foster collaboration across global teams is essential for driving successful organizational change on a global scale.

OBJECTIVES OF STUDY

1. To examine how leadership styles influence employee engagement and commitment during organizational change within Accenture's BPO industry.
2. To assess the effectiveness of leadership communication in fostering understanding and acceptance of change initiatives among BPO employees.
3. To analyze the role of senior leadership in driving and sustaining organizational change efforts within Accenture's BPO operations.

HYPOTHESIS OF STUDY

1 To examine how leadership styles influence employee engagement and commitment during organizational change within Accenture.

Null Hypothesis (H₀): There is no significant correlation between transformational leadership styles and employees' motivation and commitment during organizational change at Accenture.

(H₁): There is a significant correlation between transformational leadership styles and employees' motivation and commitment during organizational change at Accenture.

SCOPE AND LIMITATIONS OF RESEARCH

Scope

1. Focus specifically on Accenture as a case study to provide in-depth insights into its leadership practices and their impact on organizational change.
2. Explore various leadership styles and behaviors within Accenture and their effectiveness in driving change initiatives.
3. Investigate the role of leadership in managing employee resistance, fostering innovation, and enhancing organizational agility in response to market dynamics.

Limitations

- **Generalizability:** Findings may not be applicable to all organizations within the BPO industry due to the unique characteristics of Accenture.
- **Bias:** Potential bias in data collection and analysis, such as respondent bias or researcher bias, may affect the validity of results.
- **Access to Information:** Limited access to confidential or proprietary information within Accenture may restrict the depth of analysis.
- **Time Constraints:** The study may not capture the long-term effects of leadership on organizational change due to time constraints or the dynamic nature of the industry.
- **Change Initiatives:** The study will cover a spectrum of organizational change initiatives, encompassing technological advancements, process improvements, and structural modifications within BPO firms.
- **Employee Perspectives:** The research will consider the perspectives of employees at various levels to assess the influence of leadership on their experiences and perceptions during organizational change.
- **Generalizability:** Findings may not be universally applicable, as the study scope is limited to a specific industry and geographic context. Extrapolating results to other industries or regions should be done cautiously.
- **Time Constraints:** The dynamic nature of the BPO industry may pose challenges in capturing the long-term effects of organizational change. The study's time frame might not allow for an in-depth analysis of sustained impacts.
- **Subjectivity in Leadership Assessment:** Evaluating leadership effectiveness is subjective, and individual perceptions may vary. The study acknowledges potential bias in self-reported data and aims to mitigate it through triangulation methods.

- **External Factors:** External factors such as economic fluctuations or global events may influence organizational change independently of leadership actions. The study will acknowledge these external influences but may not comprehensively control for all variables.

Completion of data collection

Data Collection Methods:

a. Interviews:

- Identify key leaders and stakeholders involved in organizational change initiatives at Accenture BPO.
- Conduct semi-structured interviews with these leaders to understand their perspectives on leadership styles, strategies employed during change, challenges faced, and their perceived impact on organizational change.
- Record and transcribe the interviews for analysis.

b. Surveys:

- Develop a survey questionnaire based on the themes identified in the literature review and initial interviews.
- Administer the survey to a sample of employees across different levels within Accenture BPO.
- Gather quantitative data on employee perceptions of leadership effectiveness, engagement levels, and the impact of change initiatives.

c. Observation:

- Spend time observing organizational change processes and leadership behaviors within Accenture BPO.
- Take field notes on leadership actions, employee reactions, and any observed challenges or successes during the change process.

Data Analysis:

a. Qualitative Analysis:

- Conduct thematic analysis of interview transcripts to identify recurring themes related to leadership styles, change strategies, employee engagement, and challenges.
- Organize themes into categories and subcategories to facilitate analysis.
- Interpret the data to draw conclusions about the role of leadership in organizational change at Accenture BPO.

b. Quantitative Analysis:

- Enter survey data into statistical analysis software (e.g., SPSS, R) for quantitative analysis.
- Calculate descriptive statistics such as mean, median, and standard deviation to summarize employee perceptions.
- Conduct inferential statistical tests (e.g., t-tests, ANOVA) to examine relationships between leadership variables and employee outcomes.

c. Triangulation:

- Compare findings from interviews, surveys, and observations to identify converging or diverging patterns.
- Use triangulation to validate findings and enhance the credibility of the study.

CONCLUSION

Leadership plays a pivotal role in driving organizational change within the BPO industry, and Accenture, being a prominent player in this sector, relies heavily on effective leadership to navigate through transformations successfully. Here's a potential conclusion:

"In conclusion, leadership stands as the cornerstone of organizational change within Accenture's BPO industry. Through visionary guidance, strategic planning, and effective communication, leaders within Accenture steer their teams through the complexities of change, ensuring alignment with company goals and objectives. They inspire confidence, foster innovation, and cultivate a culture of adaptability, essential traits in an industry characterized by rapid evolution. As Accenture continues to embrace change as a constant, the role of leadership in driving and managing transformation remains indispensable, shaping the future trajectory of the organization and its place within the dynamic BPO landscape."

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INTRODUCTION

In Today's Rapidly evolving business Landscape, the Business Process Outsourcing(BPO) Industry stands as a Cornerstone of Organizational Efficiency and Innovation. within This Dynamic Sector, Accenture Has Emerged as a Leader, Leveraging Its Expertise to Navigate the Complexities of Global Business Operations. As Accenture Continues to Adapt and Evolve, the Role of Leadership in Driving Organizational Change Becomes Paramount. This study Seeks to Explore the Multifaceted Relationship Between Leadership and Organizational change in Accenture's BPO industry. with a Focus on Understanding How Leadership Styles, Strategies, and Practices Influence the Process of Change, This Research Aims to Shed Light on the Mechanisms Through Which Leaders Facilitate Transformational Initiatives and Shape the Organizational Landscape. By delving into the Unique Context of Accenture's BPO sector, This Study Aims to Contribute Valuable Insights into the Broader Discourse on leadership and Change Management. Through Empirical Analysis and Theoretical Frameworks, It Seeks to Provide a Comprehensive Understanding of the Challenges, Opportunities, and Implications Associated with Leadership in Driving Organizational Change Within the BPO industry. Through this Exploration, it Is Hoped That Organizations, Leaders, and Scholars Alike Can Gain Deeper Insights into the Role of Leadership in Navigating change Within the BPO sector, Ultimately Fostering Greater Organizational Resilience, Innovation, and Success in an Ever- Evolvingglobal Marketplace.

Accenture, renowned for its innovative solutions and client-centric approach, operates in a highly competitive environment where adaptability and agility are key to success. As Accenture navigates through the complexities of the BPO industry, its leadership plays a pivotal role in envisioning, initiating, and executing organizational change initiatives to meet evolving client needs and market demands.

The purpose of this paper is to explore how leadership at Accenture influences and facilitates organizational change, the strategies employed by leaders to navigate challenges, and the impact of leadership approaches on organizational performance and employee engagement. By examining the case of Accenture, we aim to glean insights into best practices and lessons learned that can inform leadership strategies in other organizations within the BPO industry and beyond. The paper begins by providing an overview of the BPO industry, highlighting its significance, growth trajectory, and the factors driving change within the sector.

Subsequently, it delves into the theoretical underpinnings of leadership in organizational change, drawing from relevant literature on change management and leadership theories.

Accenture, a global leader in consulting, technology, and outsourcing services, operates in a dynamic environment characterized by constant technological advancements, shifting client demands, and evolving market trends. In such a context, effective leadership becomes paramount in driving and navigating organizational change

In the fast-paced and highly competitive landscape of the Business Process Outsourcing (BPO) industry, organizations like Accenture face constant pressure to adapt and innovate to meet evolving client needs and market demands. Effective leadership plays a critical role in guiding companies through periods of change and transformation. Accenture, as a prominent player in the BPO sector, serves as an intriguing case study for examining the dynamics between leadership and organizational change. With its global footprint, diverse service offerings, and commitment to technological advancement, Accenture provides a rich context for understanding how leadership strategies influence the success of change initiatives in the BPO industry.

1. Research Background

In the BPO industry, leadership during organizational change involves setting a clear direction for the transformation, engaging employees at all levels, and fostering a culture of adaptability. Effective leaders in this sector need to communicate openly, address concerns, and provide support to employees throughout the change process. They should also lead by example, demonstrating resilience and flexibility in the face of challenges. Have you had any personal experiences or observations with leadership in organizational change within the BPO industry Every individual has some dreams and goals for h/her betterment, improvement or successful. But unfortunately only having dreams and goals not sufficient. We need to take practical steps and actions to get them in a better way, and these steps.

Every individual has some dreams and goals for h/her betterment, improvement or successful future. But unfortunately only having dreams and goals is not sufficient. We need to take practical steps and actions to get them in a better way, and these steps and actions demand different kind of knowledge, skills and talent to

become successful.

Likewise to get the level of long-term success and sustainability the organizations need to take some practical steps. While talking about these practical steps for organizations, the scholars and researchers are agree that organizations need to accept, adopt and implement changes in their business model according to changing trends, technologies, customer preferences and future concerns. Many authors write massively in this area. At the one end when, Caetano takes the organizational change as a demand of time to remain successful in business (Caetano, 1999) Boston, at the other end claims that organizational change is important for long-term success and survival of an organization. There are possibilities for organizations to lose their repute and market share if they do not prepare themselves according to rapidly changing circumstances and situations. (Boston, MA, 2000). Different authors describe the significance of organizational change in different way, but it's an accepted fact that organizational change is important for

sustainable business and organizational change and knowing the fact that practical steps are needed to make things long-term success.

CONCLUSION

Leadership plays a pivotal role in driving organizational change within the BPO industry, and Accenture, being a prominent player in this sector, relies heavily on effective leadership to navigate through transformations successfully. Here's a potential conclusion:

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