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## Leading and Managing People and Organizational Change: Individual and Organizational Benefits and Its Value on Staff Development

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**Abstract:** Understanding the interconnectedness between leading and managing people and organizational change served as one of the highlights in this paper and the importance of leading and managing people to leaders, managers, employees and the entire organization as a whole. In the course of achieving well-informed economic decisions, organizational change should be incorporated not only to the organization's strategic business plan but also included as an important consideration for managers and leaders in managing and leading people in their own workplaces. This study utilized secondary data to support the author's claims and arguments to establish the linkage between leading and managing people and organizational change, individual and organizational benefits and other issues. Key findings suggest that organizational change and leading and managing people are both useful in organizations and regardless of management positions held by employees, change plays an essential role in coping up with the never ending changes organizationally, nationally and globally. For employees and staff, change allows them to hone their knowledge, skills, abilities and attitudes to be productive in their own fields. Change also promotes organizational productivity and profitability. Hence, it is recommended that leading and managing people and organizational change should be taken serious consideration by organizations to stay competitive, relevant and enjoy the long-term benefits and should be mutually applied to achieve favorable outcomes.

**Keywords:** Leading and managing people; Organizational change; Staff development; Organizational benefits; Organizational productivity and profitability.

### 1. Introduction

The main trust of this paper is to provide clear understanding on the concepts of leading and managing people and how important it is to managers, leaders, employees, and the business organizations in general. As applied in this study, it discusses primarily on the significance of studying leading and managing people as a framework that aids the junior managers in making well-informed economic decisions with the new insights and learnings that this concept can offer. It will also enhance the learning potentials of future leaders. According to [Spinelli \(2006\)](#), the success of any organization is dependent on how leadership and management is applied. Also, organizational change should form part of leadership and management because leadership has something to do with flexibility ([Lussier and Achua, 2004](#)). More importantly, this paper has affirmed that organizational change and leading and managing people are related to each other and it adds value to staff development as well as the concepts applicable to the workplace. The inevitability of change allows organization to change themselves for the better. Moreover; discussions are provided to illustrate the arguments on the topic "there is no right answers" people leadership and management arena with the support of literatures and articles thereby affirming or opposing this claim.

### 2. Leading and Managing People and Organizational Change

[Farlow \(2012\)](#) stressed that leading and managing people plays a vital role to organizations and most especially to the workforce like managers and employees and an integral part of the operations and policies of the companies. As a matter of fact, ability to lead is not only expected to managers and leaders but it has become a necessity that will enable them to become effective and efficient in their field of expertise and specialization as combined with skills, knowledge and attitude. Increasing demands and concerns have increased significantly by companies and organizations with regards to the ability of managers and leaders to lead and at the same time increase their awareness on the changing roles and responsibilities that will be encountered in workplace setting and thus, being fully aware of their role in establishing a good and ideal ways and means in leading and managing people. [Hesser](#)

(1999) pointed out that, leadership is a two-fold phenomenon that encompasses the individual and organizational leadership. Individual leadership is practically how the individuals manage themselves as leaders and managers that will influence others to follow. It has been said that you cannot lead if you yourself cannot manage your personal affairs. On the other hand, organizational leadership requires the leader's ability to lead with his knowledge, skills and attitudes that will install control and management over the corporate or organizational functions. This is viewed by the fact that leaders know how to lead and willing to sacrifice personal preferences for the sake of organizational benefits and success.

Furthermore, evidence showed that it takes a considerable amount of communicating effectively the goals and objectives of the organization as an important ingredient of leading and managing people to drive these organizations to success with a sense of accountability (Daft, 2005). This will shed light on the importance of leading and managing people especially to junior managers as a good learning experience to improve their abilities and preparing them to face higher responsibilities as well as give them flexible outlook to embrace change for their welfare and betterment of the organizations where their careers evolved. According to Clark (1997), one of the ways and measures on how effective a leader could lead or the sense of good leadership depends on his/her ability to adopt and be flexible to change when it occurs or the tolerability to accept change then doing something when actually confronted with demanding characteristics of that change. In fact, Chan and Chan (2005) posits that change should form part of the strategic management plan of the organizations which should be part and parcel of leading and managing people. Change therefore completes the leading and managing processes. To provide specific details on what organizational change is, the succeeding paragraphs will highlight the concepts and application of organizational change.

Several definitions have been highlighted by many authors, however these authors defined organizational change as modern ways and means of organizing and working to make change to happen and the organization's ability to adopt the ever changing environment in the workplace (Dawson, 2001; Hornstein, 2001). Change occurs because of the driving factors that triggers the needed change which is commonly caused by internal and external environmental factors. Cummings and Worley (2008) highlighted the details of these factors as applied to the workplace/environment settings. Internal factors encompasses the changes that relates to the structural, strategic, people-centred and process-oriented while the external factors has something to do with the economic, technological, economic, socio-cultural and physical forces. For Bowe (2011), leading and managing change will not be complete if companies do not consider organizational change as part of it and further stressed that combining leadership, management and organizational change are what drives the organization to achieve organizational success as well as implementing effectively the needed change. This has been affirmed by Wood (2006) who expressed that a good leader and manager should also possess an attitude of being a change agent that is expected to be change initiator that is instrumental to the successes of any change initiatives of the organization and should be a change supporter and not a change resistor. In other words, change and leadership are two important considerations in order to establish and sustain an effective management and leadership in organizations. This is in view of the reality that leaders and managers are instrumental to shaping the corporate success and relates to the most accepted principle that, people or the workforce are considered to be the best assets of organizations with leaders and managers occupying the biggest part of it. So, change should be integrated and institutional by making it a long-term commitment for managers, leaders and the whole organization for a sustainable change and long-term success.

Several researches have practically evaluated how change impacts organizations and companies in various ways and results suggest that planned change contributes positively to the long-term successes of the organization when compared to short-term change initiatives. Moreover, it also revealed that most of the planned change were designed to be implemented for long-term and are integrated to the strategic plan of organizations that by itself is long-term in nature although short-term change may not be totally eliminated. Various authors affirmed that, change are intended for long-term purpose and should be aligned with the corporation's strategic plans (Cai *et al.*, 2009; Cousins, 2008; Pollitt and Bouckaert, 2000). However, change is not as easy as people think because it needs a wider understanding on what is really change is, the positive and negative impacts and the possible resistance that it will bring. Hence, change should be widely understood by the participants that mostly involves the employees and the top management that also considers the change typologies.

### 3. The Perceived Benefits of Organizational Change

Organizational change when rightfully perceived by leaders and managers who lead and manage organizations brings positive benefits and advantages to them regardless of their positions and status or whether junior or senior level managerial positions (Jalagat, 2016). Firstly, for junior managers change allows them to make decisions with flexibility and be flexible in finding for solution on issues and challenges that they face whether regularly and infrequently in their own capacities in workplace setting. They will develop a tolerable attitude to adopt change as fast as possible and decide when change should be adopted and applied. They will also make realization that change will also be instrumental towards development and increase productivity. Change will also help shape the future of the organization in consonance with the change requirements and demands of the marketplace and in many organizations. For instance, new processes nowadays in many offices requires to be technologically advanced like promoting the paperless transactions. Conventional companies should then adopt this change by redesigning the present operation or changing from the conventional operation into fully automated processes that requires major

change, more costs and changed workforce if needed. To stay with the competition and be competitive, the organization should implement the change in order to be relevant and effective.

In addition, change that stems from the lower level or the junior managers help organizations and companies to provide very satisfactory service to their clientele in a customized way and at the same time be highly productive with technological advances as a driving factor to that change. Junior managers will likely be improved and developed in the way how they respond change effectively in varieties of ways thereby enabling to become a good positive thinkers and problem-solvers. To organizations, change is most beneficial in maintaining profitability with an effective service quality that satisfies them. Change allows the organization to deal effectively with the changing demands of customers in a modernized means that will surely improve how the organization respond to customers' needs. With the joint efforts of the junior managers and employees, organizational change drives new employees to hone their skills, provide more opportunities and enhances creativity that will serve as a baseline in the delivery of goods and services. As an example, organizations may institute new mechanisms in conducting trainings with technological applications, online learning opportunities, and more career path enhancements. Junior and senior managers are both benefited from the understanding that, change is needed and is a regular endeavor, why change is important, the impacts that it will bring to individuals, to organizations and top management, and how it helps shape personal career and development paths. The essence of changing for the better and counter the status quo as well as the danger of stagnation with the increased tolerance to change and managing change when it occurs is an evidence of the importance of change as an essential consideration in managing and leading people. As [Smith \(2008\)](#) described it, change helps managers and leaders to be flexible in viewing situations and identify the situations that call for change.

#### **4. Value of Change in Staff Development**

Viewing change from the viewpoint of the own organization, more benefits are observed related to staff development. Observation and research revealed that managers and leaders have come to think how important change in the incorporation of strategic plans is. Specifically in the human resource functions and employee welfare and development, technology is blend with employees by working together for the betterment of the organization. For instance, trainings and seminars relative to the use of technology improves the way junior and senior managers perform and decide and allows more productivity from employee level to managerial level and the entire organization in general. The very sense of realization that change is important even to staff development is a welcome idea in the company and staffs value the change just like how mobile phone changes it models from time to time is a realization by my organization that change is really needed. Anchored on [Lewin \(2010\)](#) model of change management consisting of unfreezing, changing and refreezing, where this model demonstrates that the past should be forgotten and move forward to changing and making the change permanent. Any past decisions that calls for change should be undertaken thereby unleashing the past and accepting the new.

It is essential for managers and leaders that they will have an in depth knowledge and understanding on how change impacts positively in the development of the organization in terms of company profitability, productivity and employee welfare. Its impacts include employee or staff confidence and implementing change successfully enhanced positive or favorable experiences for both the staff and the organization with its managers and leaders as well as prepare employees for higher responsibilities considering their abilities to improve and be promoted to higher positions. Change enable them to assess and re-assess their potentials to become leaders like the employee's ability to be developed through trainings and enhancements with modern technologies. Consequently, staff are proven to be more confident to make decisions in individual capacities in carrying their tasks and can adopt changes with ease with less resistance. Secondly, change has enhanced dynamism as employees were able to create a good mixture of change and culture together that makes a successful change initiatives for a better relationship and better organizational performance. Since corporate culture is an integral part of corporate's existence, embracing change as institutionalized by the organization would give employees and staff the confidence to value their worth and confident to do their best for the welfare of the organization. [Mosenkis \(2002\)](#) lamented that the company's dynamism allows them to be flexible to changes and easily adopt the needed change in a way that employees would feel that they can openly express their views and opinion even facing with challenges and situations that others may feel difficult to overcome. Organizational change indeed is beneficial to employees and to the company's productivity and performance.

Moreover; according to [Smith \(2011\)](#), change enhanced the employees' personal career and development either directly or indirectly. People-oriented change for instance institute change in the trainings and programs implementation to further enhance the employees' skills, knowledge, attitudes and abilities in a direct manner to be more productive in the job while indirectly, change will shape the future employee development like how the promotion can be instituted as well as changes in structure and management.

#### **5. Manager's View That There Is No 'Right' Answers in the People Leadership/ Management Arena**

Many authors suggested different ways and models on how to effectively manage people which are existing and applied today as answers largely dependent on the organizational situations. In other words, different problems require different solutions at different times. [Smith \(2011\)](#) depicts that leadership and management is applicable to

different situations as one that workable in one company may not work for others. This makes leading and managing people a complex and refutable concept. However; even if many can say that there is no right answer as they may call it but it should be fully understood that models, framework and guidelines serves as a very useful tool in order to mechanized a possible choices of solutions that will enable managers and employees to come up with a well-informed decisions. These models will also serve as a systematic way of dealing with the problem with well-guided sets of solutions that will lead to evaluating the advantages and disadvantages of choosing the solution which maybe believed as the best alternative courses of action. Also undertaking the management and leadership courses will expose the employees into complex problems that many organizations are facing so that they will feel that they are involved in decision makings. So, in this way the views that there is “no right answer” will be addressed and converted into reality that there is indeed right solution to given problems when related to leadership and management.

## 6. Conclusion

In this paper, it is clear and understood that leading and managing people is important and should form part of organization’s existence. Regardless of management levels like junior or senior positions, change is needed and in consistent with the never ending changes organizationally, nationally and even globally. Leading and managing people may not be complete without incorporating change as many authors affirmed that leaders and managers are change agents and organizational change will be beneficial to management, individuals and organization as a whole. Specifically, change allows staffs and employees to hone their knowledge, skills, abilities and attitudes to perform productively. Acquiring flexibility brought about by change will enable organization to be competitive and be relevant with the changing demands of the world. Change also promotes productivity and profitability for corporations. Lastly, there is indeed no right answers when it comes to management and leadership as many models posits different applicability and different situations that calls for different solutions.

## Recommendation

Apart from other considerations, junior managers should take priority on understanding change, change management and organizational change because it is a serious test on how good a manager and leader on his functions. It is vital for junior managers to understand that change is important and part of the organization’s success. Change can be rough that it requires more efforts and time-consuming but the benefits that it can offer is incomparable that those who succeeded in this endeavor stay competitive and enjoy long-term benefits. Therefore it is strongly recommended that leading and managing people cannot be possible without including organizational change.

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