Volkswagen Leading change

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Course

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**Force field analysis**

These are the tools used to aid in better decision-making for effective management changes. For any change to be adopted it faces a lot of resistance and other forces supporting the change; therefore, a thorough analysis should be conducted to ensure that the changes have been implemented effectively. Volkswagen adopted the following powers of field analysis to resolve the issue behind the software problems on the detection when the cars are tested and changing the performance. These changes were enacted to improve the performance of the operation and the managerial position in the firm (Thomas, 2016).

These are forces of analysis adopted by Volkswagen to boost its growth and acquire competitive advantage; Threat of substitute products, automotive industry experiences a lot of competition due to the several brands produced frequently to cope with the changing technology. Volkswagen has adopted many substitutes to help overcome some of the competition from the supplying of automotive equipment; the company has adopted the financial services and various modes of travel etc. The threat has not affected the industry much because it has adopted quality products, unique and stylish brand image, and has high financial strength; this has contributed to higher trust from its customers.

The competition level in the industry; high level of competition has been identified in the automotive industry due to technological advancement, leading to the introduction of more and unique devices. Thus a lot of research and development has been conducted to aid the production of quality products which will attract huge returns after proper and effective marketing of the automotive industry. The competition level has to lead to the introduction of more technological advancement in the industry-leading to the production of quality and effective products. Threats of new entrants; the minimal number of new entrants is encountered in the automotive industry because of the significant investment required in manufacturing, marketing, and distribution. The other hindrances for more entrants in the markets are the requirements that pose a barrier for new entrants. Legal regulation is chasing many investors in the automotive industry; therefore, Volkswagen does encounter a significant threat from the new entrants in the market.

Bargaining power of the customers; customers are well informed on the different features and characteristics to identify indifferent products to acquire a good product. These are the features analyzed; quality of the product, the safety of the equipment, fuel efficiency, and the environment friendly of the equipment. Technology has helped the company produce products that match the customers' expectations; this has boosted the purchasing power of the customers. High purchasing power attracts massive revenue from the sales. Bargaining power of the suppliers; Volkswagen has various suppliers worldwide, which has boosted its supply chain and distribution systems, thus making the suppliers have low bargaining power. Low bargaining power is that the company requires long-term partnership to cater to its needs, thus maintaining the selected few who meet the necessary code of conduct. Loyalty is earned by Volkswagen by training and rewarding the best supplier in the market, reducing the bargaining power amongst the suppliers (Ajimal, 2017).

**Effectiveness of the leadership approaches**

Transformational leadership; is the type of leadership style that aims to boost communication and collaboration amongst its staff for effective results in terms of returns earned. Volkswagen set higher goals and expectations for its employee to aid in achieving the competitive advantage and more extraordinary achievement after the VW scandal in the USA. Volkswagen aimed at gaining its power back of being the best automotive industry in the world. The company changed the managerial position where it focused on having visionary leaders and oriented managers to focus on achieving realistic goals and avoid any defects from the products made (Owen, 2015).

The participative leadership style emphasizes the democratic approaches to all issues, where employees are given chances to participate in a decision-making platform by giving their relevant and applicable ideas. The leadership style boosts the level of communication in the firm, which is reflected in the better coordination of the employees, thus attaining realistic goals on time. Volkswagen has adopted the leadership style as it has enabled the firm to satisfy the level of the results acquired from the responsibilities given to the set; thus, more innovation is achieved from the employees. The leadership style has helped the firm identify the problems that lead to the "diesel gate" mistake through participatory decision-making. The firm has also used the technique to identify the solutions to the issues identified and implement realistic future goals.

Strategic leadership; this style emphasizes the need of a leader in the highest position to coordinate and collaborate all the activities in the company. The leader must lay down different strategies to be adopted for the effectiveness of the company's results and objectives. Volkswagen used the leadership style to have a leader that will apply effective leadership strategies for the adequate performance of the organization that will aid in the production of quality and effective automotive equipment and products. The style has emphasized teamwork, which has boosted the performance and efficiency in the operations in the company, thus emerging the profitable brand amongst its competitors.

The transactional leadership style focuses on teamwork in the organization, following a chain of command, implementing strategic management activities. Volkswagen has applied the technique in that a particular individual has been assigned the role of production operations, which has lead to effectiveness in obtaining a profitable brand for the firm, thus able to stand firm on its feet after the scandal of the "diesel gate." The style has enabled Volkswagen to lay different strategies for analyzing the performance of the employees, giving guidelines on the way to achieve the targets and rewarding the employees who perform their duties effectively towards achieving the objectives set for the firm. The approach has aided the firm to perform excellently towards the goals set, thus acquiring a competitive advantage amongst its competitors (Chapparamani, 2014).

**Models of change management**

Lewin's three steps model

The model aims at achieving a successful change in the organization, which can be achieved through the following ways; unfreezing, movements, and refreezing. The unfreezing stage focuses on the driving forces that influence the newly adopted behavior in fulfilling the increasing the production in the firm from the current status. The restraining pressure that hinders the proper achievement of the goals is reduced. The managers can apply both the restraining forces and the direct forces to impact the firm. The next step is the movement; it aims to implement the changes required in the firm's development. The firm adopts new practices and policies for effective change in the firm. Finally, it is the refreezing, where the new behaviors and processes are implemented and instituted as part of the activities practicable in the firm. Employees are reinforced through rewarding, training, and coaching them appropriately, thus achieving better results. The model implies the following characteristics; recognition of the need for change by motivating the employees to implement the change. The second is that resistance must be present in the introduction of any change in the firm. The third is that employees are the significant contributors to change and to learn. A fourth characteristic is that the firm should encourage the newly adopted behaviors in the firm as they will change the performance in the firm (Pregmark, 2019).

Kotter's eight steps model

These are the eight steps to be adopted to implement change in the organization. These are the eight steps adopted; first, the firm should take precautions on any change that has occurred and aim the best for the change. The second is that there should be collaboration in managing the change as this will lead to more yield than when influenced by an individual, where it takes a lot of time to be implemented. Third, the firm should be communicating different guidelines and the vision to aid in the proper implementation of change. Fourth, there should be volunteers'' in giving other ideas and resources to implement change. Fifth, the company should identify the barriers that hinder the adoption of the change, like resources, mode of communication in the firm, and decisions regarding the change. Sixth, the company should identify the short-term objectives that will aid in the excellent achievement of the goals set. Seventh, the firm should put more effort into implementing the changes advocate despite any hindrances that may be encountered.

Lastly, implement the change identified using the available resources; thus, the employees should implement the change to enable them to learn different expectations that the firm has from the implemented change. They also understand the importance of the change to the organization and the individuals. The employees will in the position to give different ideas regarding the proper progress of the implemented change, thus improving the communication in the organization, which is very vital for the adequate performance of the firm. Volkswagen has used Kotter's and Lewin's steps to implement the organization's changes regarding the performance in the operations and management. These models have helped the firm to analyze the problem encountered well, thus identifying the right resources to apply to do away with such inconveniences again. Volkswagen has adopted different ways to motivate the employees to help encourage good collaboration amongst the employees in the firm, thus good attain of the goals set and adopting the change in the proper manner. Volkswagen has identified different platforms for decision-making that will aid in good adoption of the changes made and identified other platforms to encounter the resistance that might occur, like educating, training, and coaching the employees on the change to be adopted. Motivating the employees by rewarding them has given a well-paved way for the change enacted.

References

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