

It was the visionary leadership and the competent management who undertook the challenge of sailing the organization through troubled waters. Researchers have identified that many companies have failed in the first phase of their change process due to the main reason of underestimating how hard it can be to drive people out of their comfort zone.

Theories explain that the personnel changes occur when change forces strengthened or restraint forces lessen or both occur simultaneously. Some of the driving forces were leadership changes, changes in organizational structure, changing attitude towards work, increased competition and internationalization. Personal restraint forces were the fear of failure, loss of status, and fear of unknown. CECB continuously communicated their changes and vision to employees and removed obstacles by changing the structure. They recognized the good work of employees and rewarded them for new improvements. Moreover, they implemented further changes by assisting their employees through training programs to match their skills and to gain knowledge relevant to the new system.

As a state-owned organization, CECB gave a good example to the corporate sector about implementing an effective change process while being in a crisis situation. Their story is an eye-opener to the government-owned business organizations to track their competencies and compete with the corporate sector organizations. Further, it clearly shows that a change process needs the right decision at the right time. Implementing a change process is not that easy if the right order is not followed. This story clearly shows that the organization allocated a considerable time to convince the employees continuously about their vision and the milestones to be achieved. Communicating the vision is one of the key factors identified by a successful change process.

The success story of the CECB identifies many effective leadership inputs to the change process. Throughout the process, many strategic decisions were taken to uplift the organization and to be in the competition. This story also identifies different leadership styles emerging in different situations to give different flavors to manage the change process. It further investigates the assistance rendered by the management as a guiding coalition to make the change process effective.