

Memo

To: Vice President, U.S. Branch

From: HR Consultant

Date: December 26, 2025

Subject: Best Leadership Behaviors and HR and Change Implementation

As the U.S. branch of the Organization shifts to the implementation stage of the suggested change management plan, it is promising that the leadership team is very active and asks insightful questions. These questions are not only indicative of interest but also accountability, which is the key to successful organizational transformation. The present memo is meant to explain the role of the leadership team in the implementation of change, illustrate the relevance of model leadership behavior in periods of great change, and clearly establish Human Resources (HR) as a facilitator of change instead of its leader.

Change within an organization, especially in a dynamic and competitive environment for software solutions, is not a structural or procedural exercise. It is essentially a people-oriented process. During times of uncertainty, employees seek guidance, confidence, and stability from leaders. Accordingly, a leader's behavior is one of the most significant factors in determining whether change initiatives are accepted or resisted.

Justification of Model Leadership Behavior in the Change of an Organization

In organizations undergoing change, uncertainty, ambiguity, and anxiety are bound to rise among employees. Leadership behavior, in these cases, shapes how change is seen and experienced throughout the Organization. Model leadership behavior is the ability of a leader to establish a particular attitude, actions, and values in others that the leader maintains on a regular

basis. When employees see leaders leading the change instead of telling about it, it is much more likely that employees will support the change.

Demonstration of model leadership behavior is especially needed in times of crisis or significant transition, since employees are watching leadership closely to gauge stability and direction. When leaders seem to be detached, unsteady, and obstinate, it brings about a lack of trust in the change effort. On the other hand, visible, transparent, and committed leaders contribute to building trust and psychological safety, without which morale and performance during transformation cannot be sustained.

Moreover, change usually involves making employees learn new methods of work, not to mention new skills, and saying goodbye to old habits. This may prove difficult emotionally. Emotional empathy, patience, and resilience contribute to the normalization of such emotions and diminish resistance by leaders. Leadership behavior, in this respect, can be seen as a stabilizing force that helps reduce the gap between strategic intent and the everyday employee experience.

Suggested Model Leadership Behaviors that should be nurtured throughout the Organization

Some of these leadership behaviors ought to be promoted constantly, not just during times of change but at all times, as they constitute the basis of a healthy organizational culture. Open and honest communication is one of the most important behaviors. Leaders should also communicate freely on what is changing, why change is needed and how the change is in line with organizational objectives. Transparency minimises speculation and misinformation which are usually the cause of resistance.

Accountability is another behavior that is important. Leaders ought to own change-related decisions and results, which show that it is not HR and project teams who are in charge. When leaders take responsibility, they promote a sense of ownership in the Organization.

The other model behavior is adaptability. Change processes are dynamic and leaders have to be flexible and willing to change strategies as per the feedback and new realities. This sends a message to the employees that learning and experimentation are appreciated as opposed to sticking to plans.

Besides this, leaders must always be role models in terms of respect and inclusion. Change may affect various employees differently, and the leaders should respect the various thoughts and opinions. Inclusive leadership allows participation and assists in bringing up insights that may enhance the result of the change.

Why Knowledge Sharing is a Good Idea and How to inspire it in leadership

The atmosphere of sharing knowledge is a necessity in the moment of the organizational change since employees will require access to information, experiences, and shared learning to adjust successfully. Leaders are very instrumental in developing such an environment. They can provide the motivation to share knowledge by taking the initiative of encouraging teamwork and scaling silos across teams and departments. Leaders are expected to be the first to give information themselves, including what they have learned in terms of successes and failures. Leadership showing vulnerability by accepting what they do not know or what is not happening as anticipated will make these employees feel safe to share ideas and ask questions, thereby creating a culture of sharing and asking. This transparency builds trust and speeds up learning within the Organization.

It is also essential that recognition is made. The leaders ought to also recognize and support behavior leading to knowledge sharing including mentoring and recording best practices, or even making contributions to shared problem solving. When sharing knowledge is associated with positive reinforcement, leaders indicate that such conduct is appreciated, and they are part of the success of the Organization.

Coaching and Mentoring Employees through change

With this shift in the workforce, coaching and mentoring will play a vital role in leadership. Coaching gives the employees the necessary skills and confidence to deliver in a dynamic environment, whereas mentoring is more of the long-term professional growth and development.

Leaders are also advised to be coaches through frequent two-way communication with the workers. The talks in these situations ought to be aimed at identifying individual issues, expectations, and development requirements regarding the change. Instead of being the source of all solutions, good coaches pose thought-provoking questions that enable employees to develop resilience and solutions

Change mentoring is also crucial, especially to those employees who might be unsure about how they would fit in the future or their career trajectories. The leaders can facilitate change by sharing their experience of change, giving perspective, and making employees understand how new skills and practices can make them more employable in the long term. This complementary attitude will assist in overcoming fear and a feeling of continuity in the face of change.

Distinction between Change Leader and Stakeholder of Change

It is important to know the difference between a change leader and a stakeholder of change as a key to effective change management. The change leader is a person who actively drives, sponsors, and champions the change initiative. Change leaders have a role of providing direction, making decisions, distributing resources and managing resistance. They can exert influence, define outcomes, and be responsible for the success of the change.

Stakeholders of change, on the other hand, are individuals or groups affected by change or whose interests are aligned with its outcomes. Although stakeholders can be supportive, influential, or resistant to change, they do not bear the responsibility of spearheading change. In most cases, employees, their customers, and even HR professionals can be categorized as stakeholders.

The roles may be mixed up and therefore may give out misaligned expectations. Without proper delegation of leadership roles to the stakeholders with adequate authority and clarity, the change initiatives will tend to lose their momentum. As such, there is a need for the organizational leaders to clearly identify themselves as change leaders and not passive stakeholders.

The way Change Leaders Coach and Mentor the Workforce

The leaders of change are extremely important in coaching and mentoring the workforce to accept and adjust to change. Change leaders should also listen to employees and be able to hear them, and base their communication and implementation strategies on such feedback. In this way, they will show responsiveness and sensitivity to the views of employees.

Change leaders also aid in re-framing change as an opportunity and not a threat to the employees (Bjerregaard & Jeppesen, 2023). Leaders can use coaching conversations to make people feel that new processes, technologies, or structures can improve their effectiveness and career opportunities. This future vision creates motivation and interest.

Change leaders' mentoring has to do with reassurance and continuity. Leaders may assist the employees to overcome uncertainty by providing clarity regarding priorities, schedules, and expectations. Honest recognition of uncertainty even in cases where there is no available answer yet, develops credibility and trust.

HR as a Change Facilitator

HR is critical in assisting change in the Organization, however, it should be made clear that it is facilitative and not directive. HR offers the structures, tools and mechanisms that leaders can use to bring about change as a change facilitator. This will involve planning of change management strategies, facilitation of communication planning, training and development programs, and giving guidance to the leaders on issues of risks and consideration of people.

HR also represents a linking tool between the leadership and employees as it helps to collect feedback, track the level of engagement, and find out the possible areas of resistance. HR offers leaders with facts that inform their decisions and enable them to change their strategy when it is necessary. However, the change can not be owned by HR as by the leaders. Even though the process should be supported and directed by the HR, the people who should facilitate and maintain change are the organizational leadership.

Should HR Be the Leaders of Change?

The misconception that HR should be at the head of change in an organization is a norm. Although HR is more competent in the management of people and the development of organizations, this does not imply that it has the power or even the strategy to spearhead change programs at the enterprise-wide level. Change leadership needs the power of decision making, control over resources, and the ability to influence organizational direction, which lies in the hands of senior leaders and executives.

By putting HR in the role of the change leader, leadership accountability may be compromised, and confusion may arise over ownership. Employees can also see change as an HR process instead of a strategic concern of an organisation, making it less credible and effective. Thus, it is befitting and efficient that change be facilitated by the HR with leaders taking the lead.

Comparison of a Change Leader and a Change Facilitator

The difference between change facilitator and change leader is mostly in the area of responsibility and authority. A change leader establishes the change vision, takes strategic decisions and is responsible to results. Change leadership involves change agents advocating the change and setting the example of the behavior that can be used to achieve success.

A change facilitator, on the other hand, facilitates the change process by giving support, structure, and expertise. HR as a change facilitator is concerned with providing the tools, skills and guidance required by leaders and employees to successfully negotiate change. Facilitators can also affect the process indirectly by giving support and advice and not authority.

To sum up, there should be effective, visible, and consistent leadership to implement change successfully. Leaders should be role models of what they want others to act, inspire open knowledge sharing, coach employees and mentor them through transition. The role of Hr is critical and complementary in the sense that it facilitates the change process in such a way that it is planned, inclusive and sustainable. With ownership of the change being clear with the facilitative skills of the HR, the leadership team will be in a good position to realize desired change and eventual organizational success.

Reference

Bjerregaard, T., & Jeppesen, F. (2023). Framing strategy under high complexity: processes and practices of ongoing reframing in the becoming of strategy. *European Management Journal*, 41(3), 458-470.