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THE RULE OF LEADERSHIP & CHANGE MANAGEMENT IN POLITICAL CHANGE IN YEMEN

CASE STUDY: POLITICAL FORUM FOR YOUTH- YEMEN

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EXECUTIVE SUMMARY

The change process in the absence of a strategy similar to the dream which is impossible to achieve. The strategy is a tool for achieving the vision and mission. Strategic plans is the way to implement that strategy via, effective and capable leadership who have a commitment to implement a rational change strategies in light of the prospects for future needs.

Political changes come in response to several factors and have different patterns. In Yemen political change was a result of dissatisfaction with the existing situation which led to a political movement in 2011.

Aiming to help Yemen to exit from the political crisis caused by political change failure.This study discussed the concept of change, strategy, patterns and the rule of leadership in theory and using "Political vision" presented by "Political Forum for Youth (PFY)" as a case study.

The study concluded that the study of political change need to includes a focus on the key components of the political system, and determine the scope and direction of change in these components, beside more attention on leadership mainly the middle and executive leaders.

This study proposed 12- Step change model and Component Change pattern which recommended to be used as a reference to achieve the desired change in future and direct Yemen out from the humanitarian, social and economic difficulties since decade.

INTRODUCTION

Undoubtedly we are in the beginning of the third millennium which is the right age of transformation and changes in various aspects including political. The region has seen in the past five years what Arabic not seen for decades, after the Arab world was beyond the waves of change and democratization in successive years. In the last three years the beginnings of the disintegration of the authoritarian systems architecture by massive popular uprisings and protests began in Tunisia, Egypt and Libya, and Yemen. Focus objective basis for such uprisings and protests to topple the authoritarian political systems, whether entirely through an overhaul of the system, in part by introducing political and economic reforms, despite the substantial differences between the political systems between the Arabic Republic of ownership, between oil-exporting States and other exporters of labor, but that political systems are compatible in many properties and policies, this is to make the demands of the revolutionaries and the protesters are similar and have focused on political freedoms, democratization and economic and social justice, and what happened in Tunisia, Egypt and Libya And Yemen might formed the beginning of democratic transformation the basis of freedom and social justice (Abbas, 2013).

Change considers a long and arduous task, and success depend on the availability of a number of subjective and objective factors, may be not available in the case of Yemen, at the time of the Arab spring.

Regardless the impact of external regional and international factors to reveal the revolution 2011 in Yemen, but the internal reasons which is incompetent of strategic plans to achieve the overall vision for political change and focus only to change the rulers; are the main causes of change failures. So in this paper we will discuss the change styles, models and the rule of leadership in the political changes in Yemen.

STUDY OBJECTIVE

The study of successful political change may result in protection of promising future in Yemen. The successful changes in terms of improving living conditions and achieve higher growth, stable economy, and safe country.

This study aims to achieve and discuss the following:

1. Academic literature review of the concept of change management.
2. Rule of Leadership in managing change
3. Investigate and Compare the change model for the Case study (Political Forum for Youth (PFY) with Change theories.
4. Proposed Solution
5. Finally Recommendations and Conclusion

CHANGEMANAGEMENT LITERATURE REVIEW

The aim of this section to review some concepts and theories associated with change management study. Change management concept is a controversial subject among researchers and practitioners in management, due to several reasons, including that there is no specific definition of change management, as there are several types of change, each named various : Planned Change the Emergent Change (Wilson, 1992) (Burnes, 2004), strategic and non-strategicchange (Pettigrew, 1987).

The change management term used to describe the process of implementation. For example, the definition ofRecordo (1995) Change is the process used by the Organization to design, implement and evaluate initiatives to deal with the requirements imposed by the external environment. Burners (2004) described the change management as integrated discipline outcomes with social and culture considerations and this consider as one of its strength. This change management requires wise leadership. Harper (1998) highlighted that the change relates to the publication of a new glow, and formulate a new vision and support continuously to achieve in any effort to change, the change represents a source of competitive advantage.(Tushman and Anderson, 1997).

Tushman and Anderson (1997) showed that, the management change includes moving organization from its current state to another desirable position during a transition period. Change efforts shows the need to find a state of dissatisfaction with the current situation (Kotter, 1997) and an earnest desire to move to a future status and access to a clear strategy to achieve the vision (Kotter, 1997). Leadership also plays an effective and leading transformational change by selecting the path for the Organization, and creates momentum for change even if it is determining the future status of the organization.

Safar (2011) mentioned that, Politics change is one sort of changes and take different forms such as cancellation policies, introduction of new, or amend existing policies. Al-Kubaisi (2012) elaborated more on Osborn and Brown (2005) and referred to the number of factors considered driving organizational change represented in:

 I. local variables Incentive for organizational change:

1. Radical political changes in systems or leaders.

2. Legislative changes, regulations, values and demands.

3. The new policies called for change objectives or amendment policies.

4. Adoption of strategies and visions for the future at the level of organizations.

5. Changes in lifestyles and requirements and demands of the population.

6. Pressure from civil society, trade unions and interest groups.

7. Economic crises or eliminating corruption or failure of leadership.

II. International variables driving toward change, notably:

1. Competition between regional and international organizations for excellence.

2. The pressure exerted by international organizations on local organizations.

3. Globalization and the attendant challenges and agreements.

4. Knowledge and information world and the emergence of new concepts and theories.

5. The technological and communications revolution and digital networks.

6. Crises and disasters, wars and outbreaks of war and violence organization.

POLITICAL CHANGE

It can be said that the change in the general framework, carries the sense of mobility and impermanence and reversed, but the details and not the point of unanimity, it featured different schools dealing with change from its objective and its merits or even its curriculum and methods (Bakr and Essam, 2009).

The change also reflects the mobility of society rejecting reality or some aspects, and seeks to move towards a new phase, targeting the change objective. Political change comes in response to several factors: (Shawbaki, 2007).

1. Public opinion or the demands of individuals from the political system, this claim often turn to unfavorable output

2. Change in influence and power of some movements and parties

3. Trading authorities in cases of democracy or the redistribution of roles in other cases such as trade unions.

4. The pressures and demands of foreign countries or organizations and these pressures have several forms of political, economic and military.

5. External shifts in the region or in the nature of international balances may affect the reformulation of the internal and external policies in dealing with new entries in international politics.

Identifying social, politics and active leaders is the first priority on change process, and then select the path the society must take to change.

Shawbaki (2007) discussed the main two political types of change as follows:

(1) **Overall change:** Start with the change of command of dictatorship and extends to all aspects of social and economic systems, educational, legislative, judicial, religious, ..., etc. however the change of rulers is a step towards change, and is not the ultimate goal.

(2) **Partial change**: Only address partial change, as changes dealing with economic reform or constitutional, military. Or other changes that may affecting one aspect of the community and leaves other aspects with no changes.

POLITICALCHANGEPATTERNS

Within the patterns of political change highlights the visions of "Huntington (1965 & 1997)", "Reisinger (1995)" about "change" component, and the writings of "Almond (2015)" and "Rostow (1990)" about "Crisis change" and the writings of "Burnes (2004)" about complex change, and Johnson (1982) writings on" revolutionary change ".

THE FIRST PATTERN: COMPONENTS CHANGE

Scholar Samuel p. Huntington (1986) deliberately discussed the relationship between political participation and political institutional and political modernization. He believed that the update may be one of the major historical sources of changes, but it is not the only source. The problem of the balance between participation and institutional problem experienced by communities at all levels of development.

Huntington's approach had been expanded to include more variables and versatile, by the thinker Reisinger (1995), the first step in the analysis of political change, as defined by Reisinger (1995) is the identification of "purpose" or "components" covered by the change.And determine what (or what might be) components of the political system, then what are the relationships that endure changes (if any).

Reisinger (1995) believed that the political system can be approached as a compilation of many components are all changing, some fast rates, others slower rates. Here it can be said that the study of political change that includes a focus on what seems to be key components of the political system, and determine the scope and direction of change in these components, the analysis of the relations between changes in one component and changes in other components.

The system was seen as containing many components, including: culture, institutions, groups, leadership and policies. And the study of political change productively can start by analyzing changes in these components, and the relationship between change in one of these components, and other components change.

Within this pattern, the political change can be analyzed according to three levels: "rate of change" and "range of change" and "direction of change". Change on a comparable rate, scope, and direction of change in the other components, and through these comparisons can highlight patterns of stability and stability in the political system, and the extent to which changes in one component based on the link, or as a result of the change, or the absence of change in the other ingredients Reisinger (1995).

PATTERN II: CRISES CHANGE:

Rostow (1990) assumed that political change is the result of dissatisfaction with the existing situation and dissatisfaction leads to a political movement. This movement may fail and may succeed. If successful, the Organization, or movement, or groups responsible for success is developing new goals to suit the new situation, if failed efforts for change, the group responsible for these efforts, either disintegrate, resolved, or continue to follow the old goal, with the expectation of decreasing the likelihood of its realization.

Rostow (1990) believed that his theory of political change must take into account these differences and give them a regular character, and gives the Rostow primary importance emphasize choices that must be made by the political leadership.

PATTERN III: COMPLEX CHANGE

In his study on the political aspects of the update, Baker and Ismail, (2009) referred to "Burnes and Brower" who developed a model of complex change and that includes 22 variable and 20 measure, distributed to several subsets as follows:

No. Group	variables	measures
change in urban and rural sectors	10	8
change in the demographic system	3	3
change in the economic system	9	6
change in the political system	10	11

The relationship between these (22) variables and (20) measures expressed in 12 equation derived from general theories of modernization, which includes the form variables that could be directly affected by the movement of the Government, and variables that are not subject to such influence.

Burner's approach has broken new ground in political analysis about the theories and frameworks for political change, both theoretical and practical

First level: theory: this approach a model highly simplistic, and a high degree of accuracy, political system, where it extends to a number of important economic, political, demographic, and analyzing patterns of interactions and relationships between them.

Level II: practical: refers to the approaching process towards making it possible to provide policy makers with practical analytical capabilities and provides them with the means of analyzing possible outcomes even are directly for their purposes.

THE FOURTH PATTERN: REVOLUTIONARY CHANGE:

Johnson (1982) defined the revolutionary change as "special pattern of social change, it requires the introduction of violence in social relations." You can specify the dimensions of the revolutionary change as follows: change of social structure and change the values and beliefs of society, changing institutions, a change in the composition of leadership's races, and to change the legal system. However the use of violence in main character of this style that leads to regime change.

This selection reveals the dimensions of revolutionary change of the important point, which is that revolutionary change is not limited to political change, but it is a formula for political ends and begins to be social, quantitative and qualitative changes in the system of the cultural, social and economic, that distinctive element for revolutionary change is to rely on violence.

Whatever the change patterns, remain firm, as defined and discussed by many authors, that conversions movement by society to better conditions and brighter future. Community may come out more positive and effective with capacity to manage its affairs, and to judge the leadership, both rewarded and punished.

Political change in Yemen result of dissatisfaction with the existing situation, dissatisfaction led initially to a peaceful political movement (which discussed in the political vision of the PFY Forum). This movement has failed to continue peacefully in 2012 and turning to revolutionary political change in 2014 with violence.

THE ROLE OF LEADERSHIP IN MANAGING CHANGE

Within the literature on leadership, there is a clear recognition of the close link between leadership and the culture of change(Nahavandi, 1993; Kotter, 2001; Schein, 2010). As explained by Kotter (2001)"person through command only in genuine find and care for the environment adapt to change".

Schein (2010)discussedin length that leader influence on culture. These include transformational leadership behavior such as attention to critical events, responding to crises, the role of the example to follow, telling stories, myths and legends. Kilmann (1984)believed that, basic leadership during development and change organizational culture where you need to follow up and monitoring. Thought Bass (2009) confirming this trend, the survival of any organization depends guide culture created by effective leadership.

Kotter (2001) mentioned that, "the most obvious distinction between successful and failed changes that is leadership at the higher levels". Leadership that inspires and helps in the formation of culture adapts to changes, has also called qualities of transformational leadership. Successful change is 80% leadership (Kotter, 2012)

Kotter (2001)defined the successful leaders as those leaders who have the ability to communicate their vision, allows individuals to challenge and question their message and stimulates the middle leaders took the steering of leadership. Higgs and Rowland (2005)selected a setof core competencies for effective leadership, these competencies include:

- Find a convincing argument for embracing change
- Able to change in organizational Hierarchy. Ensure that change is built on a deep understanding of the needs and support a range of tools and processes.

- Participation and integration of all personnel working in the organization for building commitment to the change process.

- Implementation and maintain changes

- Capacity development-ensure the development of the capacity of individuals to work to meet the requirements of change and support and support through the stages of change.

Through literature review, leadership & change can come up with a framework for the requirement of transformational leadership in the change management process as following:

1. Vision:

Leadershiprequires vision and represents a strong vision that provides meaning and purpose of the work. It constitutes the drafting and delivering a clear view of the desired future as essential step for successful change (Kotter, 2012)Formulating and communicating the vision of leaders a key element for successful change management (Kanter, 2003).

(Kotter, 2011) emphasis on the importance of a shared vision of organizational changes, and said that the vision has to:

- Indicate the direction of change.

- Motivate individuals to adopt healthy behaviors, even in light of the change in the initial image may cause pain for some people.

- Help to link individuals to each other and unite their efforts effectively.

2. Long Term Goal:

Nadler and Tushman (1999); Kotter, (1997)explained importance of strategic character when implementing change, change management must be linked to the vision and strategic goals of the Organization, the process of change in the absence of a strategy similar to the dream impossible to achieve. "It is a strategic instrument for achieving the vision, mission and strategic plans a route plans you need vision (Eden, 1993). Effective leadership requires building capacity and commitment to implement strategies for rational business in light of the prospects for future needs.

Nadler and Tushman (1999)explained to be successful, change must be linked explicitly with the strategic aspects to be more successful such as (rational behind the vision, involve the stockholders and individuals …, etc.).

The effective strategy for change requires creating an alliance with a group of people and gives them the power to drive change and to work collectively as a team work. Kotter (1997) has focusedon the need to use every means possible to communicate and explain the new vision and strategy and stressed the importance of creating a tool constitutes a model for guiding the conduct expected of all individuals.

3. Resources:

Nadler and Tushman(1999) Confirmed that effective change requires investment of resources in relation to the time, effort and money, so that effective change requires preparation and make material and human resources to support change. (Nadler and Tushman, 1999) Found that, the importance of identifying and providing human and material resources and training and development process through various stages of change. One of the most important leadership roles within the change process is to help those affected by the change to adapt to the environment and conditions of uncertainty created by the change.

4. Monitoring plans:

It is imperative that leaders at the same time working to ensure that the change is progressing according to plan. The studies have confirmed(e.g. Maurer, 1996 and Strebel, 1994) that causes many change initiatives fail due to resistance to change. So highlights the role of leadership in mitigating resistance to change.

In fact, due to lack of proper monitoring of change, currently there are two directions in Yemen:

The first direction: tended to change in line with the objectives advocated by the revolution which referred to (cope).

The second direction: Chose to face and stand infant of the first direction directly and indirectly the so-called (resistance).

5. Sacrifice:

The success of change over the commitment and conviction of leadership to adopt an agenda for change, to improve its competitive position and raise the standard of living of the citizens and this conviction must be translated in the form of support and effective support by clarifying vision and delivery to all employees in the Organization, and get the loyalty and commitment of managers at central levels to implement change. (Al-Kubaisi, 2012).

6. Determination:

An effective leader running to motivate and inspire the followers for the completion of the work in any stage of change, and he has to be a credible leader. (Kouzer and Posner, 2011) said the credibility comes from a sense of honesty and efficiency leader and his ability to inspire. Creates motivation and inspiration by linking organizational goals to individual needs, values and interests. Stimulation arises through short-term victories. This requires victories clearly recognized and bonuses for individuals who have made victories possible (Kotter, 2012). One manifestation of transformational leadership is the ability to motivate and inspire followers.

(Nadler, 1999; Kotter, 1997) Focused on the importance of helping employees during change, through recognition and reward participants in the change.

CHANGE THEORIES

In this section we will refer to the most important change management theories and models, as discussed in details by (Pryor, et al., 2008) and (Mento, et al., 2002). The main theories and Steps comparison in each model listed in the Table below:

Table 1. Comparison of Selected Change Model (Source Pryor, et.al., 2008)

Action Research Model/Theory Collier, 1945 Lewin, 1946 French, 1969 Schein, 1980	Lewin's Model (1945) & Schein's Model (1980) (Adaptation of Lewin's Model) *1958 Lippitt, Expanded Lewin	Kotter's Model (1996,)	Jick's Model (2003)	Mento/Jones/ Dirmdofer's Model (2002)	Shield's Model (1999)
Identify Problem(s)	**Lewin-Step 1** Unfreezing	Establish a sense of urgency	Analyze the organizational need for change	The idea and it's concept	Define the desired result and change plans
Consult with Behavioral Science (OD) Expert	**Schein-Stage 1** Need for Change; People must be dissatisfied with the present.	Form a powerful guiding coalition	Create a shared vision and common direction	Define the change initiative	Create capability and capability to change
Gather Data & Begin Preliminary Diagnosis	**Lewin-Step 2** Moving/ Changing	Create a vision	Separate from the past	Evaluate the climate for change	Design innovation solutions
Provide Feedback to Client	**Schein-Step 2** Cognitive Restructuring	Communicate the vision	Create a sense of urgency	Develop a change plan	Select and deploy solutions
OD expert & client members diagnose problems	**Lewin-Step 3** Refreezing change to make permanent.	Empower others to act on the vision	Support a strong leader role	Find and cultivate a sponsor	Reinforce & sustain business benefits
OD expert & client jointly plan actions	**Schein-Step 3** Refreezing involves self and others.	Plan for and create short term wins	Line up political sponsorship	Prepare target audience, the recipient of change	
Take action	**Schein -** To be permanent, change becomes a part of self, relations with others, & system in which people exist.	Consolidate improvements producing more change	Craft an implementation plan	Create the cultural fit- making the change last	
Gather data after action	***Lippitt, Watson, Westley expand Lewin's Model**	Institutionalize new approaches	Develop enabling structures	Develop and choose a change leader team	
Measure & Evaluate results	***After Step 1, add** Establish a change relationship		Communicate, involve people and be honest	Create small wins for motivation	
Feed back results	***After Refreezing, add** Achieve a terminal relationship		Reinforce and institutionalize the change	Constantly and strategically communicate the change	
Re-diagnose	***Lippitt, et al Five Phase Change Model (1958)**			Measure progress of the change effort	
New action if necessary				Integrate Lessons learned	

CASE STUDY

OVERVIEW

Yemen country rooted in history, called the Sheba Kingdom, and happy land (Yemen Felix). It is located in the southwest corner of the Arabian Peninsula and in 555 km2 after they halved him coalesced in 1990 into one entity «Yemen», with a population of 24 million according to the latest census conducted in 2012. (YIC)

Yemen is a country of strategic importance situated in Arabian Peninsula overlooking the Bab el-Mandeb Strait and enjoys enormous economic potential as cheap/skilled workforce and long coastal plan and agricultural resources and hydrocarbon. But Yemen on of the world's poorest and most vulnerable. Poverty, malnutrition and unemployment widespread appearances, water resources are extremely scarce and weak social indicators lead to social tensions, and increased complexities faced by the management of the economy, intensifying security challenges.

Figure 1: Yemen Location Map

POLITICAL AND ECONOMIC SITUATION IN YEMEN

Over the past few years, Yemen has faced several sharp shocks have dented economic activity. In particular, sharp reduction in oil production, investment has affected by social unrest and vandalism. Moreover, the political crisis in 2011 exacerbates the difficult economic situation (IMF, 2013).

YOUTH REVOLUTION IN YEMEN 2011

In the first protests began with claim of constructive solutions to deal with high unemployment among young people and the general public, including women, environmental conditions and take concrete steps to combat corruption, as well as objecting to the proposals of the government of the ruling party to amendment in the Constitution. Then escalated demands for calling to topple the regime, followed by large-scale defections in the army and other governmental institutions including the ruling party to make parts of the country outside the government control.

This situation necessitated all political leaders, youth and some key people to engaging in a clear step to political change and move to new democratic rule (Yemen Information Centre (YIC).

RESULT OF POLITICAL CHANGE ATTEMPT IN YEMEN

Observed today after more than five years of breakthrough youth revolution in Yemen that, conventional political system (regime) still in power and active which drag the Yemeni away from political change goals and aspirations. The failure of political change turns into political crisis. Moreover it is approaching the moment the balance of power that may escalate the parties of the conflict to sit at a table sharing power and authority again. (YIC)

In this context, Yemen at risk of entering into a vicious cycle of depression and socio-political conflict. Weak economic situations may result in a risk of popular discontent that could increase the complexity of the political transition, which negatively affects the functions of Governments and time horizons that are covered under its plans. And hence its ability to implement the necessary policies to encourage improvement in the economy, which has become an urgent requirement (IMF, 2014).

CASESTUDY ANALYSIS:

Political Forum for Youth (PFY)

Non-governmental organization based in Yemen. Founded in 2010, consists of a constellation of well-educated youth, who aspires to build a better future through peaceful political movement in Yemen. The (PFY) contributions aim to utilize the framework of societies experience, enable and support change, and enhance the strategic thinking, and broadcasting change culture on scientific grounds.(PFY, 2011)

This study addressed in details the PFY's political change vision, which discussed the overall change model and change methodological and route map. This vision was adopted by few parties as a model for change since the first day of the peaceful revolution in 2011 (annex 1)

PFY Concept for the desiredChange consists of two main components:

I. PEACEFUL CHANGE METHOD

Curriculum forum committed to peaceful change and exercise their political and moral struggle, by take advantage of latest theories of change and leadership in bringing about a radical shift in values of political corruption in Yemeni society, and move its case last best.

II:CHANGEPHASES

First Phase: The Intellectual Revolution

This phase beginning by addresses the intellectual revolution, embodied in a new intellectual movement, ideas, and new visions redefining possible and impossible, right and wrong, and reordering priorities, answering urgent questions raised on the ground, determine the nature of the battle by the community, identifies conflict node and the degree of change required and appropriate path to make that change.

The aim of this new intellectual movement is to reinforce the culture of change, address the problems, emphasis on the need of change and the possible outcome from the change.

Second Phase: Change Movement

The new ideas which resulted from the first phase to be broadcasted and communicated among community, organizations, parties and political institutions, penetrating all socio-political areas, especially in the forgotten areas. Followed by implementing the solutions and new visions by middle leaders and executive leadership. The way the regime will react may be one of those 4 situations:

Discount tool	Description
Transformation	A position that is rare, as it turns opponent's convictions and starts to offers some concessions voluntarily as he start to agree about the justice of the case adopted by the variation mobility.
Cope	Direct leads to the community as a stop of economic or political cooperation to force the opponent to make concessions.
Surrender	Where the insurgency and the non-cooperation strength and dexterity to a degree that weaken the strength of the opponent, and left for him little choice but to surrender, under certain conditions, is what we call «nonviolent» compulsion.
Disintegration	The rebellion and comprehensive non-cooperation lead to the complete destruction of the sources of strength of the government, leading to the fall of the regime

Third Phase: Release regime tools and recover the community

This phase starts after the community is able to sustain through a leading team utilizing the relationship and power, PYF's assumed that the regime will face surrender under certain conditions. This phase prevail alliances strategy with big number of political institutional aiming to have strategic superiority over the regime and at the end take over the power from him.

Fourth Phase: Achieve Desired Change

This is where the change became fully operational, it comes after the return of utility to the community institutions and bodies, to starts the programs, projects, ideas that prepare them for the future, and contributing to modern civilization through free competition among the various programmers adopted by the political parties and the various institutions and organizations.

DISCUSSION

MAJOR FINDINGS ON THE PFY'S CHANGE MODEL

The main finding in the PFY's change model that it did not capture practical points, such as :

1. Developing cultivate teams, groups and individuals. (Kotter 1997 and Jick 2003)

2. Developing effective leadership to lead the change.

3. The weak gain of supported individuals due to missing short-term wins and achievements

4. Missing the focus on the changes short outcomes and improvement

5. failure to anchor the change initiatives with the corporate culture (Kotter, 2012)

Known that most of the theory and model is cover the theoretical part but the N-step model or (our proposal 12-model is grounded in both theory and practice (Mento. et. al., 2002). Moreover the successful change is less dependent on single plans as it is not an isolated event, it is a cross functions, among all the system component and target the cultural, structure and strategy of the organization (Pettigrew, 1997). And here it should be noted that the change model adopted by PFY's political vision is consider as(Planned change) but did not focus on details and practical steps which is the secret of success (Burnes, 2004).

PROPOSALS SOLUTION

Based on the above, This paper suggest to the political forum (PFY) a new comprehensive political vision, which is drawn from theories and literature research discussed above. The proposed solution consists of two main prospective:

1- CHANGE MODEL AND PATTERN

As Lewin (1946) said "You can't understand a system until you try to change it". Through the evaluation of political change attempt in Yemen, clearly still need to research and field studies, social and political situation in order to collect information on the fact that you want to change which called (Action Research) Lewin (1946).

Below a summary table for the main change elements (Pattern and model) has been discussed and recommended:

	PFY current model	New Model recommended
Change Style	**Crisis Change Pattern** Based on Rostow (1990) The political movement in Yemen started as a dissatisfaction of the current situation so the PFY established a vision and Change Strategy to cope with unrest condition at that time aiming to Change the regime.	**Component Change Pattern** Political change can be analyzed according to three levels: "rate of change" and "range of change" and "Direction of change". and start targeting change in one or several component of the system on a comparable rate, scope, and direction of change in the other components, this approach will give the luxury of understand and assess the stability and non-stability in the political system. Reisinger (1995)
Change Model	PFY's Change model had adopted to certain degree the theoretical Kurt Lewin's 3-step model (Planned Model) 1- Unfreezing 2- Chang 3- Refreezing	Suggested a framework combined the theory and practice, which targeting the system component by Mento, Jones and Dimdorfer's model (2002) who recommends twelve steps to lead the transformational change. This model is based on research of other change models but has been updated based on experiences from the late 1990's (Mento, Jones and Dimdorfer, 2002). The twelve steps of this model are described in Table 1. Consider that the change will take place through successive, limited and negotiated shifts which called incremental model of change (Burnes, 2004)

More details and rational analysis of the positive and negative points of PFY's political vision in the appendix 2.

2. WITH REGARD TO LEADERSHIP

As mentioned above, efforts should focus on building transformational leaders for change as they are involved in the implementation of strategies and visions to the ground and they link between leadership and individuals must therefore focus as discuss by (Kotter 2012) on attention to the following:

- Owning a clear vision for the future. (Vision)
- Understanding, awareness and clarity to the future impacts of the change process. (long-term view)
- Planning potential human resources and material for leaders of change. (Resources)
- Obligation to monitor performance during the change process and identify problems and seek to resolve them. (Supervision and follow-up plans)
- Communicating ideas, visions and aspirations expected from the change process for community members (communication) (Safar, 2011)
- Focus on developing leaders and activate their role in regulation and guidance and oversight, especially focusing on middle and executive leadership who are responsible and undertake the implementation of visions and the stages of change

CONCLUSION AND RECOMMENDATIONS

This paper conclude the following

It must reduce the gap between theorists and specialists in change management on the one hand and those concerned with its applications and practices in the Arab our organizations in general and Yemen in particular on the different sectors. The survival of this gap would limit attempts organizational change or reduce the likelihood of its success to the absence of global intellectual frameworks and theories about leadership.

Ensure the change it is not spontaneous or therapeutic change. A required change is a comprehensive detailed change.

Change in a political system component can be compared to the rate, scale, and the direction of change in the other system components.

Revolutionary change is not limited to political change, but it is a formula for political ends and begins to be social, quantitative and qualitative changes in the system of the cultural, social and economic.

The cost-benefit calculations in implementing change remains an important variable for the sustained and sustainable.

The importance of search for skilled, intellectual leaders who consider as triggering and driving force of perceived changes, seize opportunities, meet challenges and leading change.

Lack of political change understanding in Yemen, and failure to utilize the change models knowledge available in literatures led to many problems, including lack of success change, economic difficulties and low degrees of satisfaction among youth resulting in failure to achieve the desired objective.

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الطجم عبد الله عبد الغني ٢٠٠٠م التطوير التنظيمي الرياض: دار حافظ للنشر والتوزيع.

التغيير في البلدان العربية وأثره في العراق ومنطقة "عباس, نادية و٢٠١٣ المؤتمر السنوي الرابع عشـر لمركز الدراسات الدولية الموسوم 2013مارس"الخليج العربي

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APPENDIXES

Appendix 1

PYF

Appendix 2

Rational Analysis of pros and cons of PFY Change model (Strategy and vision)

Pros	Cons
The general strategy was derived from research theories available	Strategy generally altogether lacking in addressing the practical side
Used new political approach by focusing on the regime component not the political parties	Non Focus on developing active leadership to insured new policies and informed them on the rationale behind it, to ensure maximum possibilities of success.
Operations Procedures for change based on the strategy thought out, take into account the priorities and the resources available and the areas targeted	Strategy Non- specific with a timetable for accomplishing the successive stages.
	It did not explain the type of change is it radical or progressive traditional change?
vision highlighted to embrace the ideas of intellectuals in the planning stage for change	But it did not indicate the practical guide to activate their role in regulation, guidance and oversight stages, especially missing the focus on middle and executive leadership which usually responsible and undertake the implementation of visions and the stages of change
Vision issued in the midst of a popular revolution in 2011	The lack of any assessment or review of what has been done and what has not been accomplished (As part of the commitment of the leadership in the supervision and monitoring of implementation plans)

Change pattern focus on the political system components.	The vision elaborated in addressing the political change in its stages, And not focusing on the economic aspect which touches the individuals needs and this leads to a lack of quick individual's response.
the vision Addressed clear roadmap	Non Explain how the flexibility and ability of a map of the road to update current and future
Dealt with lofty vision is to build a model where standards are reflected (Right, justice and equality)	The lack of Vision to formulate objectives clear and specific to the change(in quantity , quality and time) and How to evaluate the performance of the strategy and the extent of achievement of objectives
	Challenges discussed dealt with theoretical aspects and do not reflect the real challenges that may face in the stages of change
	The lack of reference to the cost of change and what effects that might affect the society in case of failure of the change