ORGANIZATIONAL BEHAVIOUR IMPACT ON THE BUY-OUT OF TWITTER: FROM TWITTER TO X

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Abstract

Organizational change management process impacts despite top-notch leaders driving the show, a key element to be deep-dived when one looks at Twitter buy-out. The purpose of the case study is to cover the journey of Twitter from one of the most acknowledged tools for the latest news to becoming a self-controversial subject and getting rebranded as 'X'. Elon Musk's buy-out of Twitter and imposed changes created controversies and made people question Musk's leadership and approach toward organizational change. It focuses on understanding the critical issues that arose post-Twitter buy-out and the changes implemented. It also discusses a few solutions to the problems identified from an organizational behavior perspective, which can be a good fit for Twitter to leave its past and implement to ensure a smooth transition and stakeholder engagement at all levels to build trust! In addition to looking at more avenues to make revenue. The recommendations blend Kotter's 8-step process and Kanter's ten commandments as part of the change management processes. It is further concluded with approaches that Twitter can choose to continue revenue generation while they address the various threats from competitors and other governmental agencies. There are many unknowns, and the world is waiting to watch how the company strives to bring back its reputation through rebranding and various other challenges from internal and external stakeholders.
Keywords: Twitter, Elon Musk, X, Leadership style, Organization Culture, Employee Relations

Introduction

Organizations are complex and interdependent entities comprising multiple systems influenced by behavioral processes. Any organizational change needs proper alignment between the individuals, their work department, and the organization's goals/strategy (Todnem, 2005). If the alignment of goals is deviated from, then the chances for an organization to succeed are limited.

Twitter is all about what is happening worldwide and what people are talking about right now in various areas, starting from breaking news, entertainment, daily talks and interests, sports, politics, and everything and anything around any story from all aspects. Since Elon Musk bought out Twitter in October 2022, there has been much transformation going on within the organization. By the end of July 2023, Twitter was rebranded to X, which is part of the X

holdings owned by Elon Musk, and it is on a new journey to disembark the bird tweets and work towards a new vision.

Mission and vision of Twitter before rebranding:

"We serve the public conversation. It matters to Twitter that people have a free and safe space to talk." (Twitter, n.d.)

Twitter 2.0 Mission

"To become the world's most accurate real-time information source and a global town square for communication." (Twitter, n.d.)

Twitter (2014)

To instantly give everyone the power to create and share ideas and information without barriers (Fox, 2014; Sample et al., 2018; Durani, 2014).

The principles and values that Twitter thrives on have the following priorities, of which X has retained the below two as per the information available on their website (Twitter, n.d.):

Security and privacy are where they are committed to protecting the information shared by the users.

Civic integrity, where they would be working to prepare for elections, elevate credible information, and help keep the users safe on their platform.

Before the rebranding of Twitter to X, Twitter had two other priorities in addition to the above. One is regarding the open internet, which protects a global, free, secure, and open internet, and the second is regarding healthy conversations, where the company works towards providing a safe place for free expression.

Company History & Background Information

Twitter started as "twttr" on July 15th, 2006, and the name was used exclusively by the members who worked in Odeo, a podcasting service profile company. The idea behind this new online communication, which is to share short messages with a small group of people, originated with Jack Dorsey, an NYU student, during discussions with his friends/coworkers at Odeo. Over a period, Twitter transactions increased, leading to the addition of new features. By 2010, tweets per day increased by 50 million, expanding the user base and advertisers. The increase in tweets extended to reach space, wherein NASA astronauts sent the first tweet from outer orbit (Vanian, 2022). Elon Musk, the primary stakeholder in Twitter in early 2022, proposed purchasing It in April 2022. Though he initially resisted, he eventually accepted the buyout offer of $44 billion, about twice what

Twitter costs. After numerous twists and turns, including Musk's attempts to withdraw the offer, Elon Musk eventually purchased Twitter in October 2022 (Vanian, 2022).

Figure 1 : *Brief history of Twitter & timeline*
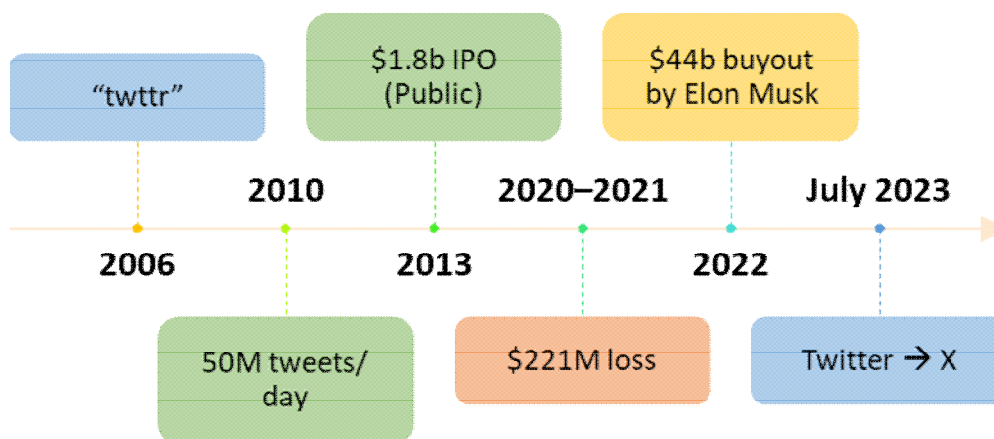
Elon took Twitter from public to private, merged with his new parent company, X Corp, and fired some top executives, including the ex-CEO Parag. He immediately reformed Twitter, laying off approximately 50% of the staff and closing many departments. These immediate reforms caused fear and distrust amongst the advertisers on Twitter, and many of them left mainly due to the chaotic changes and have decided to wait in anticipation of gaining trust about the new operations. Elon mentioned that he is unhappy with Twitter's features and identified issues around a few features. Later, he announced reforms by introducing new features viz. "verified blue badge," reinstating banned accounts including Trump, making the recommendation engine algorithms open-source, promoting free speech, and tackling spam/bot accounts wherever applicable. He wants Twitter to be an 'Everything app' and calls itself 'Twitter 2.0'. In June 2023, he stepped down as CEO, although he remained on the board. Twitter has a new CEO, Linda Yaccarino, working alongside Elon Musk towards the new 'Twitter 2.0' vision (Zalis, 2023). In April 2023, Elon Musk changed Twitter's legal name to X Corp, which became part of Elon's X holdings. However, on July 31st, 2023, Twitter as a brand and for the iconic bird logo farewelled to X.com.

Research Methodology

The study uses a qualitative case study approach, analyzing data from public journals, online articles, websites, and interviews. Detailed content analysis is done by identifying organizational behavior (OB) issues and challenges, recommending solutions that can

benefit from the OB perspective, and comparing the solutions with different OB theories to form a framework that would suit the organization.

Organizational Behaviour Issues and Key Findings

In the case of Twitter, there has been an enormous change and transformation in progress since 2022, with many uncertainties. The critical problems identified boil down to three areas, i.e., communication, leadership style, employee relationship management, and organizational culture.

- No communication regarding the new vision/mission to employees or stakeholders post-buy-out. Elon mentioned his vision of Twitter2.0 as an 'Everything App' and what changes he proposed immediately.

Figure 2: *Summary of the key challenges & thereby OB impact*

Key Challenges
- Lack of communication
- Drastic impulsive decisions & changes
- Decreased employee morale / Increased workload
- Changes to organizational culture

Organizational Behaviour Impact
- Communication to stakeholders
- Leadership style
- Employee relations and organizational changes mgmt

- Introducing 'Twitter Blue' first and then rolling it back are among some of the strategic changes and improvements that caused lots of churn among the user community. Reintroducing' Twitter Blue' with pricing again caused some advertisers to leave (Duffy, 2023).

- Layoffs and impulsive firing of employees cause fear and stress in employees and potentially impact their mental well-being and health. Some employees resigned because of the changes (Kaynov, 2022).

- Employees overstretch due to increased workloads after layoffs and additional work responsibilities, potentially leading to employee dissatisfaction (Kaynov, 2022).

- Organizational culture has changed regarding the discontinuance of remote working, long working hours, and the encouragement of having only engineers on the team (Duffy, 2023).

Communication with stakeholders: After the Twitter buyout, there were a lot of organizational changes done by the then CEO – Elon Musk, which included the privatization of Twitter, firing the ex-CEO / other leaders, closing a few departments, putting a stop to the work-from-home policy, and others. Change is inevitable with leadership changes. While all employees and stakeholders expect changes, uncertainties lead to fear. In addition, there was no clear, formal communication to all employees or stakeholders about the changes, and it was more of a decision enforced to be followed by all, which added up the uncertainties and caused stress to employees as well as other stakeholders to lose trust on Twitter new management. Employees are essential stakeholders in any organization who are actively engaged in their work, contributing to higher productivity with minimal attrition (Smita, 2022). it is crucial to address their needs and listen to their concerns.

Leadership style: Leaders are people one looks up to and are the critical personnel influencing employee morale, increasing productivity, and employee satisfaction. Every leader has their leadership style, and one must be very aware of it. Leaders handling organizational changes must demonstrate accurate Leadership, especially since employees have many ambiguities and negative feelings due to fear or simply because nobody likes changes (Anderson, 2022). That said, the new Leadership in Twitter created chaos not only within the organization but outside as well. Elon Musk, known for his authoritative and transactional leadership style, stepped in and made decisions that would set a pathway for becoming profitable, as he does for his other companies. Though Elon Musk has repeatedly demonstrated an autocratic, transformational, transactional leadership style with the need for excellence and results, he makes impulsive decisions. He becomes the sole authority to lead the way he wants the organization to operate. While this is necessary for turning over, delivering results, and managing crises, keeping key stakeholders and employees aligned would be in the organization's and leaders' best interest. (Miller, 2022) The new leader model must include what an employee would expect from the Leadership to boost their morale or increase productivity/employee satisfaction.

Management of employee relations and organizational culture changes: With the change in Leadership comes many organizational changes, which will likely impact the organization and working culture in the long run (Tondem, 2005). Twitter employees were afraid of the uncertainties and the turbulences caused by many of the initial decisions that led to resignations and advertisers dropping. Employees saw organizational culture changes when asked to stop working from home and extend their working hours for long. They had to

overstretch themselves and take up the work of people who left the organization. Employees who took pride in working with the organization started leaving due to losing trust or fear. The workload is getting heavier, amenities are decreasing, employee morale is going down, and there is a lack of freedom to talk between employees and others, which are some of the impacts of organizational cultural changes.

Alternative Solutions to the Problems

The significant problems identified as part of the Twitter organizational changes are interrelated and below are some alternative approaches to address them.

1. Enable top-down and bottom-up communication channels.
2. Inclusive & Transformational Leadership
3. Alignment of organizational culture, strategy & structure

Top-Down Communication

Communication has always been one of the critical aspects, and the prime focus is to ensure that nothing can lead to negative impacts due to miscommunication. Whenever information must be passed on from senior leadership teams to all the members of an organization, especially concerning the vision, mission, strategic goals of the organization, or anything that is critical and should be known, to ensure that everyone is aligned is known as top-down communication. It is more of a communication through hierarchy across each level in the organization, irrespective of whether the information is limited to some group, departments, or the entire organization. The critical aspects of top-down communication are that there must be regular communication from the leaders to the employees, either via quarterly town halls, monthly all-hands, communication newsletters, or even an automated IT push of senior leader's talks to employee systems, that reinforces & ensures that the communication is widespread (Marmon, 2020). While vital information must be shared, it must be timely, easily understood, concise, and fresh. There should not be room for gossip/rumors; this top-down communication should be a single source of truth for the employees. Organizations should also look at training their leaders and managers in communication skills and ensure that the message passed on is consistent across all levels.

Advantages:

Top-down communication brings employees together at a larger scale, enabling transparency, consistency, and synchronization of shared information. The message is communicated in real-time, which, in turn, also helps multiple teams/departments interact with each other. Every department aligns its goals with the organizational strategy, and no multiple

stakeholders have different strategies/decisions. This approach allows for faster implementation of organizational changes without interference from external stakeholders. It also enables employees to focus on their daily operations or innovations instead of trying to determine the strategy/goals.

Disadvantages:

Privacy becomes a primary concern with the information communicated to all employees, especially if disgruntled members or others are in the exit phase. There is a high chance of information getting leaked to competitors or others intentionally or otherwise. When the same information is communicated across teams, any queries from team members are likely to be addressed by non-subject matter experts, leading to confusion. One significant challenge concerning aligning/meeting the goals arises from unforeseen issues that can block work progress and cause delays.

Bottom-Up Communication

Information from employees or lower-level managers/teams to the leaders internally enables an inclusive environment, empowering team members to provide feedback and help gain trust. This is also known as bottom-up communication. It is collaborative, and employees can share their ideas, viewpoints, and inputs, enabling businesses to make decisions.

Bottom-up communication periodically helps boost employee morale and confidence in team members, thereby increasing productivity and employee retention. Information gathering is generally done by arranging creative communication events and conferences and setting up lunch booths. Employees can collaborate, participate, ask questions, or share concerns with management during these events. Direct communication, anonymously using the Q&A, or suggestion boxes are the other options for gathering employees' questions or concerns.

Bottom-up communication is wider than the organizational level. Instead, the communication should be at every individual department level by their respective managers, and inculcating this culture can help the team build trust and strong bonding. Any feedback received should not be considered harmful. Instead, it should be a path to grow forward and improvise (Marmon, 2020). Transparency and constructive feedback to the leaders or team should not be linked to performance feedback or pay plans. Instead, there should be an opportunity to enhance one's career and strengthen team relationships. Managers should be approachable, available to give and receive feedback, and actively engage with team members' work. Managers can empower their employees to work at their best.

Advantages:

Using bottom-up communication increases employee motivation, giving them a sense of belonging to the organization and making them feel heard. Being heard, in turn, generates a sense of respect and encouragement to improve their daily operations and expand creativity. Team members and other departments are well-connected. They obtain insights regarding the work for decision-making. Empowering employees also allows the team to make decisions whenever required and productively handle crises.

Disadvantages:

With only a bottom-up communication approach, operational activities progress without clear direction and input at an organizational level, and different teams might be working towards the same goals, thus duplicating efforts. A high level of employee empowerment can also backfire if there are ego conflicts between team members and if members work on experimental ideas without a NorthStar vision. These can majorly impact the productivity and harmony within the team.

Inclusive & Transformational Leadership

Managing organizational change requires using one's power of vision and translating it into reality with strategy and daily operations, and leaders are the key to enabling this (Wharton, 2014). Every leader has a leadership style primarily based on their personality and experiences. Whenever there is change, a leader must step back and determine what behaviours or roles would be best suited to create the business models, achieve short-term wins, and plan a massive transformation. Transformational Leadership for change is a process through which an individual or organization transitions from the current state to a more positive desired state.

Figure 3: *The Impact of Transformational Leadership on Staff Performance*
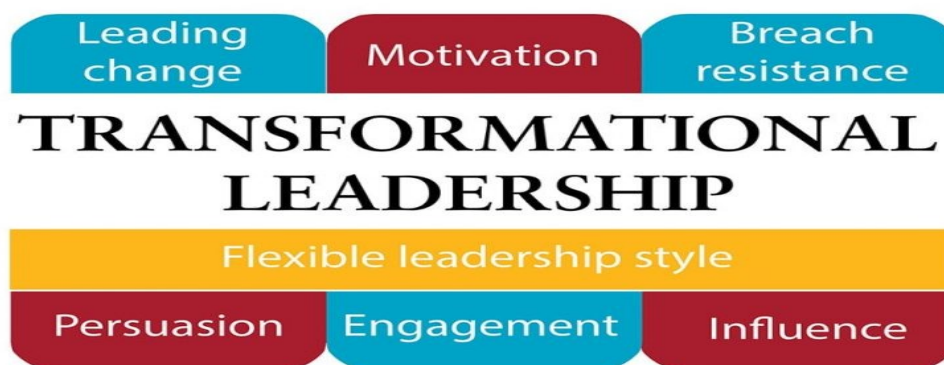
It requires much collaboration among all the stakeholders and systemic, unconventional approaches to reach the end state. Transformational Leadership is a long-term relationship between the leader and the employee that involves multiple regular interactions. Employees are encouraged and empowered throughout, which is beneficial for aligning with the change strategy and achieving the positive desired state. As shown in Figure 3, transformational Leadership is one of the flexible leadership styles, which enables leading change with active people engagement and motivation (Brown, 2020).

Advantages:

Transformational Leadership fosters inclusivity among employees and builds trust within the organization. It nurtures employees' confidence and individual development, and they are empowered to own up to their work and participate in the decision-making process. It enables everyone to work towards the vision and is motivated to achieve it, and there is a sense of unity amongst all. There would be reduced employee attrition, limited brain drain, and employees equipped to embrace change without fear. Transformational Leadership builds a culture of openness, value-driven, and ethical behaviour. Employees would have independence and improved morale as clear responsibility and an open communication culture would be in place.

Disadvantages:

Leaders are too invested in transformational Leadership and can sometimes lose focus. Confident leaders can be risk-averse and tend to venture into high-risk areas/activities, which can lead to negative consequences. For a transformational leader, influencing is the key, and if they find/think that they need to be valued or heard, they lose their power and ability to influence. Being highly motivated and empowered is likely to take up much work, leading to burnout, and employees might need help backing out at one stage. In case of any disconnect or communication gap from Leadership, the employees need more focus and commitment to the vision.

Alignment Of Organizational Culture, Strategy & Structure

Every organization has its culture, beliefs, and how it deals with employees, influencing their behaviours and operations systems/processes. Organizational changes that impact the culture are like paradigm shifts. Any such changes should be processed carefully to align the organization's strategy and visions, and the employees should accept the change (Wharton, 2014). Site a few things that can be taken care of are flexible work schedules and work-life balance, thereby reducing employee burnout or attritions, technology, and process enablers to

help employees get their work done smoothly without spending time on non-value adding efforts, having a positive team bonding culture & openness, internal job/team rotations & learning/development opportunities, employee rewards & recognitions, promoting employee well-being & mental health care and processes to provide timely feedbacks. While all these are required, alignment with the organization's vision and mission and having all the employees and stakeholders fully aware of it should be a priority. The top leadership team should create an organizational hierarchy structure in case of leadership changes and communicate so the employees know the potential escalations and their immediate supervisors.

Advantages:

A positive organizational culture nurtures employee performance and increases productivity, with a focus on learning and development. It also helps create a smoother, streamlined work environment. Contributions by each individual ultimately lead to the success of the entire organization. A smoother, cleaner, and better communicated organizational change increases an individual's ability to adapt and align to future changes.

Disadvantages:

It is natural for everyone to resist change. Employees are not likely to accept change. Any cohesion around change can very well backfire and create negative consequences. Too much focus on organizational culture or structure changes, or delays in communicating the finalized version can create a loss of focus amongst employees. They would consider it a laissez-faire approach. Sometimes, the change intended to improve performance or productivity may need to be revised and can have the opposite impact.

Figure 4: *Factors impacting organizational culture*

Change Management

Change is constant, so organizational leaders must carefully plan their strategy to implement change management processes and models. John Kotter's eight-step model encourages people to adopt the change model by incorporating changes in their work routines and attitudes (Laig & Abocejo, 2021). Kanter's commandments inspire leaders to motivate and enhance employees' resilience during chaotic periods, enabling a positive outcome.

Kotter's 8 step process	Kanter's Ten Commandment
Establishing a sense of urgency.	Analyse the organization and its need for change
Creating a guiding coalition.	Create a vision and a common direction
Developing a vision and strategy.	**Separate from the past**
Communicating the change vision.	Create a sense of urgency
Empowering broad-based action.	**Support a strong leader role**
Generating short-term wins.	Line up political sponsorship
Consolidating gains and producing more change.	Craft an implementation plan
Anchoring new approaches in the culture.	Develop enabling structures
	Communicate, involve people and be honest
	Reinforce and institutionalize change

While there are overlaps between the models, a blend to include the following from Kanter's model can be beneficial:

- Separate from the past

  Anything from the past, such as operations or structure systems, should not be a factor of bias while change is being investigated or implemented.

- Support a vital leadership role.

  Creating trust is of the utmost importance. Leaders and the team should work to support the leader in implementing change for it to be successful.

The primary goal would be to create a coalition with key stakeholders and communicate the new vision/strategy with action plans and a way forward.

Kotter's 8-step process

Kotter's 8-step process outlines the following:

1. Establishing a sense of urgency

   Study the market and competition, available opportunities, potential crises, and the realities that drive the market. Elon Musk has studied the market and Twitter as a product by being a prominent and top user and understanding all its features. He denied the offer to join the board of Twitter in early 2022 and proposed to buy Twitter. He also had precise inputs regarding what he wanted to improve and change regarding the product.

2. Creating a Guiding Coalition

   Form a powerful group of alliances with how the leaders or teams can lead the change and encourage the employees or groups to work together towards the next steps. This area needs addressing as part of the change model implementation. Elon has his views & autocratic leadership style. He has his strategies, which have, time and again, worked for the other organizations he owns & he prefers to go his way! With the new CEO Linda in the picture, who has good collaborative networking in media, should focus on getting more coalitions established with advertisers, employees, and other key stakeholders.

3. Developing a vision & strategy

   It creates a vision to determine the direction in which the organization needs to grow and the strategies to take. However, there have been talks & discussions about what Elon wanted about the vision for Twitter, which eventually merged with X Corp to be called Twitter2.0. No official communication about the vision strategies or mission is percolated to the employees. There has yet to be an official communication regarding Twitter as an entity that doesn't exist, and it is now integrated with X Corp as far as documentation is concerned. So one of the significant steps required is to have the vision & mission created to determine where the company should focus on the short term & what is the long-term focus.

4. Communicating the change vision

   The leader must communicate an organizational vision to all key stakeholders. One way to do this is to leverage the coalition group that has been formed, which has the necessary power to lead the change effort.

5. Empowering broad-based action

   This step identifies which processes or systems are overhead and should no longer required. The teams are empowered to bring in new ideas and methods to enable growth, rectify past mistakes, improve processes, and help create new innovative products. To some extent, Elon had identified the potential issues concerning the product and devised a plan to eradicate a couple. These were the first steps he took. Any change model intends to go through a sequence of processes and steps. When the sequence changes, the overall processes and impact caused by it can off-track the plans.

6. Generating short-term wins.

   It's only partially possible to create a big-bang change during restructuring. Short-term goals and plans can provide gradual performance improvements and a level of confidence for the people working for it, the organization, and its key stakeholders. These short-term wins further lay the path for recognizing and rewarding employees involved in getting it done.

7. Consolidating gains and producing more change.

   The short-term wins and confidence out of it increase one's credibility to change systems, structures, and policies. It also helps identify the processes/systems no longer required for the company strategy, and the team can look forward to getting rid of those. The company can also look into developing employees who can implement the vision by hiring new talents or promoting existing employees (Hodge, 2019), generating new approaches, working on new projects/themes, etc., and working towards the growth path.

Figure 5: *Kotter's 8 step change model mapping for Twitter*
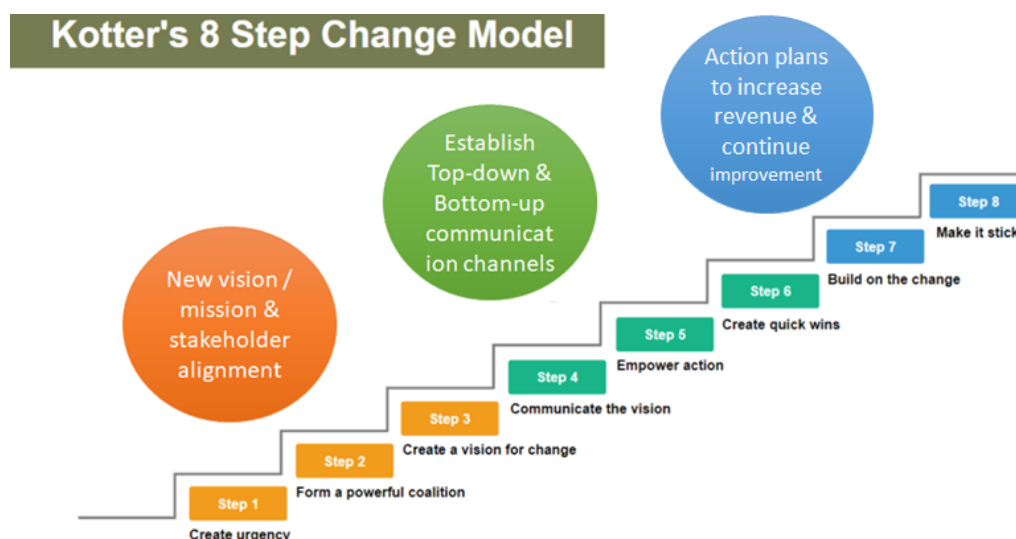
Let's look at Kotter's 8-step process or Kanter's ten commandments. The common elements in both processes are analyzing the existing state of the organization and having a vision/strategy developed to move in the intended direction. Once the vision/strategy is defined, it must be communicated across all the team members, creating a sense of

oneness. A single person, a leader, or a smaller group of leaders cannot make a vision/strategy. It needs extensive analysis and inputs from stakeholders, employees, etc., thereby forming a coalition amongst all while working towards the implementation plan either to complete the steps outlined or to obtain small, short-term wins, which gives confidence to the teams towards the vision/strategy and further be in alignment towards the goal.

All these processes require a leader with transformational leadership skills who can bring together the key members and build on a plan to work towards the strategic goals, vision & mission, and Here is where Kanter's two processes in terms of 'Separate from the Past' & 'Support leadership' comes into the picture. The feeling of trust, independence & empowerment enables the team to provide inputs/feedback towards the organization's growth. Communication in terms of top-down provides a consistent message across everyone in the organization & bottom-up approach has its advantage, which enables feedback from members in the organization that helps build/sustain growth. At times during change, communication can be one of the critical issues regarding time, content, and target audience. The change process doesn't assure success or faster transformation, but it enables and provides a framework that should be considered while implementing changes. It's always important to consider the emotional aspects of people's attitudes and reactions to change. Resistance to change is expected and probably the first natural reaction, primarily due to misunderstanding and lack of trust.

Conclusion

Twitter dominates the social media industry in microblogging. The recent organizational changes in Twitter and Twitter itself being in the news over the chaotic decisions like letting go the employees and calling a few of them back to work & similar other actions taken by Elon Musk led to employees' loss of confidence, loss of advertisers/sponsors, etc. The main problems found are the need for a proper humane approach in communication, drastic strategic change implementations without consulting, or no clear-cut expectations & vision provided post changes. While the leadership pattern seen in Musk's operation is like in other companies he owns, etc., one cannot deny that he is a great leader with great strategic vision & implementation skills. With the analysis done on the existing Twitter platform, Musk found that false news is in circulation due to the use of many bots. Musk introduced the subscription model for all bots to access Twitter with an exception to allow only the ones with "good content" with APIs to write to Twitter, which are considered

'eligible bots' and have access to the Twitter API. Changes made to the subscription model for Twitter users to have a paid verified account are adopted even by Meta and other organizations now. The other action was to get the core recommendation engine as an open-source tool. One way to get the recommendation engine code open source is to get different software application developers to use the engine & enhance or provide feedback, which can ultimately improve the recommendation engine. While the organizations, employees, and processes got transformed, Elon Musk also started a new thread asking for feedback from users on whether he should step down as a CEO, and he obliged, based on the results obtained, to look for a new CEO for Twitter. Despite the challenges and churns in the organization, the Twitter team has continued introducing new changes, fixing bugs, and making plans for the future. While the world is living through the Twitter to X journey, the leadership team has lots of challenges and changes to work on.

Future Challenges

The most recent challenge faced by Twitter is rivalry competition, especially with Meta unveiling its new 'Threads' platform, which is an application based on Instagram's text-based conversation. With the launch of 'Threads,' there were more than 30 million user sign-ups, the critical advantage being its link with Instagram's users. Other similar apps like Spill, Mastodon, Cohost, and Bluesky exist. Jack Dorsey, the co-founder of Twitter, created Bluesky, which will open to the public in February 2024. The other challenges that Twitter faces are:

- Advertisers & sponsors quit Twitter after the organization and leadership changes.
- Most of the tweets are contributed by a small group of tweeters. It's like 80% of the tweets are from 20% of the users, and the tweets become influential for the followers of the tweeters.
- Influencers quitting Twitter and joining other media or their accounts getting banned can negatively impact the users' minds and this can lead to followers dropping from Twitter to join the competitors, reducing the revenue/user base.
- Digital taxes, if introduced for Twitter, can have an impact due to revenue reduction & any introduction of Government / regulatory laws that deal with data protection, elimination of fake news, and inappropriate & insensitive content adherence would require appropriate bots that can take care of these contents.

- Legal boundaries for Twitter in countries like China, where Twitter or a few other social media is banned.

- Potential intellectual property rights infringement for the logo change

To address the challenges above, Twitter can look at the digital transformation aspects of the application to have a better UI, look & feel, and features that will want users to retain their loyalty to the brand. Another element would be to have a cordial stakeholder relationship with the government, regulatory bodies & other legal boundaries to be aware of any new rules or policies that are likely to impact the organizational operation. Twitter should consider introducing new features like live video, personalization & accessibility fea*tu*res, and ad-revenue split for content creators who are verified account holders.

Recommendations

Among the alternatives specified for the challenges in Twitter, *inclusive & transformational leadership* with a *communication model* is essential to manage the organizational changes in Twitter. Strong leadership or people assuming leadership for change is critical, per Kanter et al. (1992) & Luecke (2003). Despite the strong leadership leading Twitter, the application of Kotter's eight-stage process for successful organizational transformation and Kanter's Ten Commandments for executing change seems ideal in the current situation, which the new CEO can consider implementing and leading Twitter towards 'Twitter 2.0'. The leadership team should have the new vision/mission drafted and communicated across the organization & have the hierarchy established. Critical members' input is essential to determine the following steps to achieve the goals.

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