

Assignment 1 week 7



Introduction to change: In today's world change is constant. Rapidly changing technology, the economy's roller-coaster ride, the constant mergers and acquisitions among companies, upsizing, downsizing and resizing, and, of course, our country's response to terrorism have forced almost all of us to change, in some cases almost daily. Adapting to new demands is an important mechanism for both personal and organizational survival. Individuals and groups that do it well seem to be more successful than those that resist and accept the inevitable slowly. But change is so difficult and is almost always resisted. The key elements that an organization must focus on to promote change are:

Motivation: The employees need to be explained about the necessity of change and they must be convinced of the personal and professional benefits to themselves, as well as to their organization. In addition, management must realize that work will slow during the transitional process. Proper training to employees about the changed process and work will help the employees to overcome the hindrance towards change.

Changes require working with the latest tools of persuasion, negotiation and learning: Persuasion needs a user-friendly approach. User-friendly in this context means giving employees an opportunity to vent, to express their own ideas and to make mistakes. It means that managers involved in the process must remain positive and approachable, and have an encouraging demeanor.

Rewards: By rewarding success, employees will create internal champions from among those who are higher risk takers and more aware of the value of the new outcomes.

Promote changes with workshops: Part of the change process involves conducting teambuilding and management development workshops to promote change, get input on needs and work with different management

styles. Launch the change management program: The all-day affair should be exciting and motivational, and encourage the participation and ideas of all attendees, who should be provided with a means of ensuring their ongoing involvement in the process. Alignment: The organization change must coincide with the company's goals, objectives, values and beliefs. So starting from the top, the highest levels within the organization must agree on the values and desired cultural changes. Technology: When there is a change in technology in the organizational environment and other organizations adopt the new technology, the organizations under focus become less cost effective and its competitive position weakens. Therefore, it has to adopt new technology, its work structure is affected and a new equilibrium has to be established. Effective Leadership: It is often said that major change is impossible unless the head of the organization is an active supporter. If the management, senior executives and the employees have their shared commitment it is easy to bring in change in the organization. Not concentrating on the short term victories: Real transformation takes time, and a renewal effort risks losing momentum if there are no short-term goals to meet and celebrate. Then obviously the momentum to work will be lost. But only concentrating on the short term victories and declaring the win, the organization will miss its goals. The different transformation stories in the videos: Air Traffic Management is entering a new era; an era of increasing international cooperation and harmonization. Although today's aircraft can fly from one side of the globe to the other, there are laws, regulations, procedures, and technological impediments which have fragmented the world's airspace. It is time for this to change. This is the vision of CANSO, the Civil Air Navigation Services Organization. CANSO

started developing the best practices suitable for the industry. Airspace Users demand safe, efficient, environmentally-conscious, and cost-effective service delivery, a request reflected in the vision of CANSO members for a seamless and efficient global ATM industry. To realise this vision and develop the efficiency of the global ATM system, ANSPs must be empowered to enter into cooperation with not only other ANSPs, but all industry partners. This system approach to improvement strengthens both the individual and collective ability of ANSPs and works to improve processes, and introduce concepts and tools to the benefit of all partners. Each ANSP is integral to the global system and as such requires support and open lines of communication to facilitate knowledge-sharing and best-practice exchange throughout this transformation journey. They developed a common framework across the globe, provision of best practice workshops and seminars to assist members, and a system and value-chain approach to the engagement of internal and external stakeholders. ANSP wanted to create a cost effective and a global leader management hence it thought that the top management is responsible for leading the entire organization in the change management. Hence they developed a tailored program for its customers as their tastes and preferences and the regional differences. ITV is the UK's largest independent broadcaster. They tried to implement the quality of service technologies to have better customer service. ITV is transforming its commercial and online division as the company forges ahead with its strategic plan to create world class content, delivered across multiple platforms. One of ITV's four key priorities is to maximize the share of the existing advertising business by outperforming the market, and continue to focus on that objective, but the company must also grow our multi-platform

and partnerships business to bring in new revenue streams. The changes to ITV's commercial and online business will see the division focus more closely than ever before on customers, advertisers and consumers as the company not only continues to protect and grow its TV sales business but also evolves to become a global multi-platform company, building a two-way relationship with viewers through online. The Army's Lean Six Sigma approach to continuous improvement is a part of the Army Business Transformation and leadership's special responsibilities in implementing it. REFERENCES: 1. John P. Kotter (2007), *Leading Change Why Transformation Efforts Fail*, Harvard Business Review, <http://cb.hbsp.harvard.edu/cb/access/6441212> 2. ArLyne Diamond, *Change Management Strategies: 6 Ways To Take Your Organization To The Next Level With Change Management*, <http://www.leader-values.com/Content/detail.asp?ContentDetailID=1191> 3. factors affecting organizational change, <http://www.mbaknol.com/management-concepts/factors-affecting-organizational-change/> 4. Business Transformation —The Business Performance <http://www.canso.org/cms/streambin.aspx?requestid=531C4593-6DAE-4DF3-B863-6CBEA8D1A19D> 5. United States Army Office of Business Transformation – Business Transformation Plan 2011 http://blogs.govexec.com/fedblog/2011_army_business_transformation_plan%5B1%5D.pdf 6. New era for ITV commercial and online era - www.itvplc.com/media/newsrelease/?id=41003 - 7. 1.