

Organizational problem – managing change

[Business](#), [Management](#)



The paper talks about the organizational problem that is being faced by me as a new manager of a failing division of a company; how I would address the issues of outdated product line, adversarial communication, and competition for internal resources. Moreover, the paper would provide some techniques for transitioning the organizational structure and the how the external environment would be assessed and integrated in the plan of change. Addressing the issues with the division is a significant task for any manager.

I would address the problem of outdated product line of; let's say chocolate milk, by making people aware within the organization about the changing trends and demands in the market. I would show them the research results in which the consumers prefer flavored milk such as, fruit flavors over chocolate. Declining sales would be enough evidence to make people feel a bit more concerned about the division and start working something to prevent the downfall of the division. I would develop a strategy or divisional policy of fulfilling the needs and wants of the customers, since they are the main source of our revenue.

As far as the issue of adversarial communication is concerned, I would address and try to resolve it by involving all the relevant personnel in the decision-making process. Everyone would be asked about his or her opinions and suggestions; moreover, brainstorming sessions along with Delphi method would be used; latter one which deals with the systematic forecasting done by the experts (Miner, 2007). All the relevant problems and concerns of the employees and departments would be taken into consideration and the decisions would be made according that involves everyone's consent.

Competition for internal resources would be addressed by showing the decisive need of different departments of the division that need funds for its survival. And for that, appropriate resource allocation would be done for different departments for the product line to flourish. Organizational structures that would suit the best to the organization would be organic structure, since it has flat structure, authorities delegated to many people, and effective communication among departments, and where the decision-making is decentralized (Harris & Hartman, 2001).

Another structure that would suit would be Matrix structure project managers are allotted for different departments of a single division. Steps for transitioning to the new structure would be included in the process of Unfreezing, Changing, and Refreezing. In this process, the current system is unfreezed for the purpose of making some alterations to meet latest requirements, and after the change is made, the system is refreezed and integrated in the culture and environment of the company.

Another strategy for bringing on change would be to hire Change Agents who would scrutinize the issues of the company and act accordingly to bring on the change. I would assess the external environment by conducting SWOT analysis which would provide us with our strengths and weaknesses so that we can improve on. Secondly, competitor analysis would be a nice way to make us realize where we actually stand, and who should be our benchmark. And finally, market surveys would guide us on the changing trends of the market, customer needs, bargaining power of both suppliers and customers, and demands.

Consequently, bringing on the change is not an easy task though; nevertheless, effective communication of issues and resolution of those issues can definitely help our division to survive and flourish in future. Organic and matrix structure would suit the best to our company, which can be brought on through the changing process of unfreezing, changing, and refreezing or via change agents. References Harris. O. J. & Hartman. S. J. (2001). Organizational Behavior. Edition 2, illustrated. Routledge Publications. Miner. M. E. (2007). Organizational Behavior: From theory to practice. Illustrated. M. E. Sharpe Publishers.