

# Donor, and akin, managing organizational

Business



Donor, & Akin, Managing Organizational Change: A Multiple Perspectives Approach, 2008) As a result of the unilateral session, Bag's employees went on a 24-hour strike which caused major problems for . BAA had to cancel its services, which left 10, 000 passengers stranded. It was apparent that there was a lack of change management. This paper will address ways in which the situation could have been avoided and ways to avoid repeating the same scenario.

There were several key issues that lead to the strike. Employees were already concern about Job security because BAA had started cutting one out of four Jobs, the Imposing power of management, and it was the start of the busy season. When management forced the swipe card system on the employees, this made matters Norse. If management had applied the sense-making approach, they would have been able to understand how people perceive and interpret change when they are involved in the change process.

Management failed to consider how this approach Mould help them obtain a clearer understanding of the issues surrounding the change that lead to the strike. The management staff viewed the new system as a Nay to improve organizational efficiency but was unaware of the employee's Interpretation of the change.

The employees could not see the positive outcome of the change. The employees view the system as a way for management to manipulate them. They also saw the system being beneficial to management and not them.

The strike served as proof that there were different interpretations concerning the swipe cards. According to the sense-making approach, management needed to appreciate alternative interpretations of the swipe card system and to implement communication strategies to handle the different interpretations. Change management focuses on the concept that change need be coordinated and planned in order to achieve the intended outcome.

(Palmer, Donor, & Akin, Managing Organizational Change: A Multiple Perspective Approach, 2008) Management used coercive tactics to force the system on the employees.

These tactics lead to the strike. Not only did management fail to plan for the change, they failed to introduce the change. Vision, participation, and sponsoring the change were not adequately addressed by management. (Ian Palmer, 2008) The contingency approach suggests that the style of change depends on the scale of change and the receptivity of the organizations members to engage in the change. According to the contingency perspectives, by using coercive tactics, management failed to anticipate the staffs lack of receptivity to the change.

Management did not consider the potential lack of receptivity based on past changes. The processors approach sees change as a continuous process, and is used to analyze change retrospectively. It views change as a continuous process. A retrospective reflection offer insight into the strike. The busiest part of the season was not an opportune moment to introduce the swipe card system. Employees were not committed to the change and voiced their

objection, but Irrespective of their objections, the system was forced on them.

From my perspective, management should have introduced the system either at the end of the busy season or prior to the start of the busy season to give the staff a chance to commit to the change and have a voice in the matter. From the employee's perspective, I perceived that management should have consulted with the employees and slowly introduced the change rather than forcing the employees into the change. From management perspective, I understand the deed to make work easier and to keep up with modern technology.

When we combine the perspectives of the employees and management, we can see a better picture of the swipe card situation. When an organization has a work force that is uneasy about Job security and management implements changes that allows them to track employees, disaster is sure to follow.

From my perspective, management Anted to implement new technology that allowed them to manage employees more efficiently. For role-playing, the class should be divided into five groups, each taking one of the perspectives.

Clear advice taken for the perspectives should be laid out by each group. The instructor will play the role of the CEO and instruct each group to provide advice that would diagnosis issues and problems the need to be addresses in future management changes. (Palmer, Managing Organizational Change) My analysis of the situation leads me to conclude that better timing and methods could have been used to avoid the situation.

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When management imposes their will on employees that are already concern about their Jobs, as we can see, this is a recipe for disaster.