Making decisions

The contemporary practice of making a significant change in one's career entails the application of critical change mechanisms that have been applied both from a theoretical and practical perspective. This usually involves an individual preparing an operational framework that will be used in coming up with feasible plans and strategies development suiting the given context (Mukhali & Maria, 2004).

Consider that I am a portfolio manager for an operational insurance company. My role as a portfolio manager entails receiving and approval of summary claims reports coming from respective departments, which include accounting department, claims-in department, claims-out department, and human resource department. In my present work setting my duties as a manager are overtly restricted within the prescribed provisions of the job. According to Johnson et al (2003), " Formal change management systematically addresses a series of issues that are also relevant to adapting best practices" (p. 225). This therefore informs critical processes which I would essentially take before making the perceived changes in my career as a portfolio manager.

The changes perceived include the following: A change in my work execution strategies (time and scope elements) A change focusing on the factor of functional integration. According to Cameron & Green (2004), " This affects the way decisions are made and the way in which individual and team performance is managed" (p. 60). A change focusing on the personality and job desire A change focusing on sharing and distribution of knowledge and information. These essentially form some of core functional areas where my level of service delivery has been potentially lagging behind others leading

to the occurrence of potential delays in certain circumstances, especially from the accounting department and claims-out departments.

Each of these change strategies has their own pros and cons. First, the proposed changes with regard to functional integration are positive considering the impact on all departments. Its cons are that it requires significant mobilization of other staff members. Secondly, changes regarding execution strategies are advantageous with regard to professional development goals. Its disadvantages arise from the fact that there are significant barriers regarding the need to mobilize other colleagues to promote coherence (Mukhali & Maria, 2004).

Third, the changes regarding personality and job desire are essentially achievable focusing upon the occurrence of development of personal goals and career fulfilment. Its disadvantages are less or non-existent. Fourth, the changes regarding changes on distribution of knowledge and information entail the significant impact across the board (on other staff members) through educational sessions. Its disadvantages arise from the need of financial input and potential of opposition from other staff members due to timing fundamentals. The act of making a plan involves the aactive building of a scenario through which on is essentially capable of analysing the assigned changes visible in the career atmosphere (Mukhali & Maria, 2004).

The following are some of the things I may need to establish before making critical connections with the proposed changes: To what level are the proposed changes desired? What and who are they key agents of change in this particular organization? Are the changes perceived feasible? If so, to

what level are they potentially achievable focusing on timing and financial constraints? Are other staff members in a position to make the desired changes regarding the proposed improvement on functional integration? According to Cameron & Green (2004), " Team members can perhaps be more responsive, balancing autonomy and interdependence, and more focused on their part of the team objective. However, change creates an increased need for communication, clear goals, defined goals and responsibilities, and support and recognition process" (p. 62). In a bid to evaluate the available options there is need to develop a platform on which all options will be affirmed through the provision of a check list. This will entail the implementation of an assessment framework based achievement based on timeline variables, financial resources utilization, other member's input, and visible organizational integration.

This would provide bench mark on which achievement will be potentially rated.