

# How organization wide change is best carried out management essay



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Both change and continuity may be desirable for the triumphant accomplishment of change. Picture upon the results of an global investigation the article suggests:

1. Company are deteriorating to fully consider the consequences and implications of change.
2. Many changes individual introduced as a result of contemporary management carry out have negative impacts.
3. The hypothesis of steady linear progress is not always justified.
4. Continuity and change are important complements, and more attention needs to be devoted to the continuity of valued relationships.
5. People should be given the liberty to decide the level and nature of modify required in relation to their exacting activities.
6. More holistic, thoughtful and people centered approaches to management are needed.

To really appreciate organizational change and begin guide thriving change efforts, the change agent should have at least a broad understanding of the circumstance of the change effort. This includes considerate the basic systems and structure in organizations, as well as their typical terms and roles. This obligation applies to the understanding of leadership and management of the organizations, as well. That is why divide up courses in business often initially include a course or some discussion on organizational theory. This topic includes several links to help you gain this broad

accepting. The following relations broadly reviewed in the following order might be helpful to establish some sense about organizations, and their leadership and management.

### Overview of Change Management

There are several phrase regarding organizational change and development that look and sound a lot similar, but have diverse meanings. As a result of the importance of the topic, there seem to be increasingly different interpretation of some of this phrase, while others are used interchangeably. Without at least some sense of the difference between these phrases, connections about organizational change and development can be more and more vague, confusing and frustrating.

Methodology of the study:

What is Organizational Change:

Typically, the concept of organizational transform is in stare to organization-wide change, as opposed to smaller changes such as addition a new person, modify a program, etc. Examples of organization-wide change might contain a change in mission, reformation operations, new technologies, mergers, major collaborations, rightsizing, new program such as total quality management, re-engineering, etc. Some experts refer to organizational alteration. Often this term designates a basic and radical reorientation in the way the organization operates.

What is Provokes Organizational Change:

Modify should not be done for the sake of change it's a policy to accomplish some in general goal. Usually organizational change is aggravated by some major outside heavy force, substantial cuts in funding, address major new markets/clients, need for dramatic increase in efficiency/services, etc.

Typically, organizations must commence organization-wide change to evolve to a similar level in their life cycle, going from a highly instant, capitalist organization to more steady and planned development. Change to a new chief executive can incite organization-wide change when his or her new and unique personality pervades the entire organization.

Why is Organization-Wide Change Difficult to Accomplish:

Typically there are tough resistances to modify. People are afraid of the unknown. Many people think things are by now just fine and don't appreciate the need for change. Many are inherently cynical about change, particularly from reading about the idea of change as if it's a mantra. Many hesitations there are effective means to accomplish major organizational change. Often there are conflicting goals in the organization, to increase resources to accomplish the change yet concurrently cut costs to remain viable.

Organization-wide change often goes against the very values detained dear by members in the organization, that is, the change may go alongside how members believe things should be done. That's why much of organizational-change text discusses wanted changes in the development of the organization, including changes in member's values and beliefs and in the way they ratify these values and beliefs.

How Organization-Wide Change Is Best Carried Out:

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Winning change must engage top management, as well as the board and chief executive. Typically there's a champion who originally instigate the change by being creative, persuasive and consistent. A change agent role is usually responsible to translate the vision to a sensible plan and carry out the plan. Change is frequently best carried out as a team-wide attempt. Communications about the change should be common and with all organization members. To maintain change, the structure of the institute itself should be customized, including strategic plans, policies and procedures. This change in the structures of the organization typically involves an unfreezing, change and re-freezing procedure.

The best approach to address resistances is from side to side increased and continued communications and education. For example, the leader should meet with all managers and employees to explain reason for the change, how it usually will be carried out and where others can go for supplementary information. A plan should be developed and communicate. Plans do change. That's fine, but communicate that the preparation has tainted and why. forum should be held for organization members to state their ideas for the plan. They should be able to state their concerns and aggravation as fit.

#### Some General Guidelines to Organization-Wide Change:

In adding to the general strategy listed above, there are a few other basic guidelines to keep in mind.

1. Consider using a counselor. Ensure the consultant is highly knowledgeable in organization-wide change. Ask to see reference and check the references.

2. Widely communicate the possible need for change. Communicate what you're doing about it. Communicate what was done and how it work out.
3. Get as much advice as sensible from employees, including what they think are the problems and what should be done to determine them. If possible, work with a team of employees to manage the change.
4. Don't get wrap up in doing change for the sake of change. Know why you're making the change. What goal do you hope to achieve?
5. Plan the change. How do you plan to get to the goals, what will you need to reach the goals, how extended might it take and how will you know when you've reach your goals or not? Focus on the coordination of the departments/programs in your organization, not on each part by itself. Have someone in charge of the plan.
6. End up having every employee in the end exposure to one person, if possible, and they should know who that being is. Job images are often complained about, but they are useful in specifying who reports to whom.
7. Delegate decision to workers as much as possible. This includes yielding them the power and responsibility to get the job done. As much as possible, let them decide how to do the project.
8. The process won't be an it will take longer than you think.
9. Keep perspective. Keep listening carefully on meeting the needs of your consumer or clients.

10. Take care of yourself first. Organization-wide change can be extremely stressful.

11. Don't look for to control change, but rather to expect it, appreciate it and manage it.

12. Include conclusion in the plan. Recognize and celebrate your accomplishments.

13. Read some resources about organizational change, as well as new forms and structures.

Finds of the study:

Harley-Davidson copes against Suzuki to survive and take over in the market by the following way:

Level 1- shaping and anticipating the future :

At this level, Harley-Davidson start out with few assumptions about the business itself, what it is good at, and what the future will be like.

Management generates alternate scenarios of the future, defines opportunities based on these possible futures, assesses its strengths and weaknesses in these scenarios changes its mission, measurement system etc

Level 2

Harley-Davidson defining what business to be in and their Core

Competencies:

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Many attempts at strategic planning start at this level, either assuming that:

- 1) The future will be like the past or at least expected
- 2) The future is personified in the CEO's of Harley-Davidson vision for the future
- 3) Management doesn't know where besides to start
- 4) Management is too scared to start at level because of the changes needed to really meet future necessities
- 5) The only permission they have is to refine what job already exists. After a mission has been defined and SWOT strengths, weaknesses, opportunities and threats analysis is finished, an organization can then define its actions, goals, strategies. More information on this is in the next article, moving from the Future to your Strategy.

### Level 3

Reengineering (Structurally Changing) Your Processes:

Either as a result or result of level one or two work Harley-Davidson independent action, level three work focuses on basically changing how work is consummate. Rather than focus on modest improvement, reengineering focuses on making major structural changes to everyday with the goal of considerably improving productivity, efficiency, quality or customer satisfaction.

### Level 4

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### Incrementally Changing your Processes:

Harley-Davidson's changes are focused on making many small changes to obtainable work processes. Oftentimes organizations put in substantial effort into getting every employee focused on creating these small changes, often with substantial effect. Unfortunately, making improvement on how a buggy whip for horse-drawn carriages is made will hardly ever come up with the idea that buggy whips are no longer necessary because cars have been invented. To read more about organizational changes and how it compares to level, we trained an internal facilitator, helped them deliver teaching in a just-in-time fashion, and had them focus on specific technical problems. The team management shaped reduced early quality defects by 48%. The disadvantage of such an incremental move toward includes avoiding structural, system-wide problems, and assuming existing processes need modest development. In addition, using incremental approaches can be frustrating to employees and management if they do not catch on in the organization. As a result of these disadvantages, many organizations experience a high risk of failure in the long run.

Harley-Davidson also takes positive decisions in the following ways:

These levels have much of the similar goal of increasing customer fulfillment, doing things right the first time, greater employee efficiency, etc. In spite of these similarities, they differ considerably in the methods they use to achieve these goals. In Harley-Davidson's skill, companies that use this method tend to have an elevated need for change, risk-tolerant management, comparatively few constraints, and have considerable agreement among its

management on what to do. Types of industries include those whose environment requires rapid revision to fast-moving events, electronics, information systems and telecommunication industries. Companies using mostly incremental tools have management that perceives only a unassuming require for change, is relatively risk-avoidant, has many constraint on its events and only has a modest consensus among themselves on what to do.

Harley-Davidson using level three methods. If they are considering changes in business lines, re-organizing by customer instead of by purpose, or making key changes in how the everyday employee is being paid, they are using method. regrettably, all of this argument hinges in management's belief about how much change is necessary. This belief often hinges on their often unaided beliefs of:

1) How well the organization performs compare to other organizations a not have of benchmarking.

2) What the future will be. As a result, my suggestion is that organizations conduct scenario/strategic planning movements anyway, even if they have by now decided that incremental method will be sufficient to solve their problems. This way organization can be aware of the limits of the lower-level methods they are using and understand when it is best to throw away these lower-level methods for something more substantive. Based on this exercise, comparison of existing inner processes with world-class examples benchmarking and market study, management may come to realize how much change is necessary.

## Goals

Based on no matter what level work you are doing, the chance that are found need to be evaluate to determine which of them best suit the obtainable and future capability of the organization and offer the most “ bang for the buck” in terms of development in your measures of success. In calculation, goals need to have the resources. Harley Davidson uses the slogan “ We will expand into the polystyrene market within the next five years and achieve 20% market share”.

## Strategies

Harley-Davidson focuses on what, strategies focus on how. Some examples include:

“ We will re-engineer our research and development process”

“ We will evaluate and improve our sales and marketing department”

We will conduct a SWOT analysis and then define our core competencies

Supplementary examples of strategy are included in the affecting from the future to your strategy. Wait a second. Aren't goal and strategy really the same. They are in one sagacity as they both need to be SMART. As what you force guess, the goals of a level are achieve by create strategies at the minor levels.

History of Harley Davidson:

William S. Harley and Arthur Davidson make available to the public the first production Harley-Davidson motorcycle. The bike was built to be a racer, with a 3-1/8 inch bore and 3-1/2 inch stroke. The factory in which they worked was a 10 x 15-foot wooden shed with the words "Harley-Davidson Motor Company" crudely scrawled on the door. Arthur's brother Walter later joins their efforts.

Harley-Davidson Motor Company is incorporated on September 17th. The stock is split four ways between the four founders, and staff size has more than doubled from the previous year to eighteen employees. Factory size is doubled as well. Dealer recruitment begins, targeting the New England region.

In 1908, Walter Davidson himself scored a perfect 1000 at the annual Federation of American Motorcyclists (FAM) Endurance and Reliability Contest. Three days later, he set an FAM economy record at 188. 234 mpg. Also in 1908, the first motorcycle sold for police duty was delivered to the Detroit police force. By 1909 Harley-Davidson was bustling, and the partners introduced the very first Harley-Davidson V-twin engine, a design that continues to thrive to this day. From that base, they built twin-cam V-twins, overhead-cam V-twins and 4-valve V-twins—all before 1920. The company exported its first bike, to Japan, in 1912. In 1916, the company began publishing a magazine—The Enthusiast—for its customers. Still available today, it stands as the longest continuously published motorcycle periodical in the world.

During the war, the famous Wrecking Crew, Harley's team of factory riders, was nearly unbeatable in racing, and in 1921, the Crew won every race during the season. Although prime competitor Indian was two years older than Harley-Davidson, Harley was already becoming dominant, both in sales and racing. To further spur buyers, Harley introduced bike financing in 1923.

Despite the fact that the country was in the throes of the Great Depression, in 1938 Harley-Davidson introduced the overhead-valve V-twin engine that would come to be known as the Knucklehead, as well as the sophisticated new bike that went around it. That engine and its refinements stuck around for 12 years. The same year, Harley licensed the manufacture of and supplied tooling for a Japanese version of the Harley, called Rikuo, for which the Japanese company Sankyo never paid any royalties. In 1937, Harley's factories were unionized.

#### Mission of Harley Davidson

Heritage Harley-Davidson fulfills dreams by providing all riders and customers with a friendly, comfortable and knowledgeable Harley-Davidson environment. We will consistently treat everyone with fairness and integrity and be genuinely interested in their satisfaction and in maintaining a long term relationship.

#### Vision of Harley Davidson

Our vision is to provide an unsurpassed experience for all motorcycle enthusiasts while providing fulfilling, worthwhile work and growth

opportunities for our team of trained professionals. We strive for continuous improvement in everything we do.

### Our Work Values

Integrity; Loyalty; Fairness; Competence; Sharing knowledge; Accomplishment. We ride with our customers and apply this deep connection in every market we serve to create superior value for all of our stakeholders.

Harley-Davidsons values are

These are our values. They are the heart of how we run our business. They guide our actions and serve as the framework for the decisions and contributions our employees make at every level of the Company.

Tell the Truth.

Be Fair.

Keep Your Promises.

Respect the Individual.

Encourage Intellectual Curiosity.

Harley-Davidsons financial reports:

In Millions of USD (except for per share items) 3 months ending 2009-12-31 9  
months ending 2009-09-27 3 months ending 2009-06-28 3 months ending  
2009-03-29 3 months ending 2008-12-31

Revenue 893. 65 3, 888. 26 1, 277. 61 1, 395. 32 1, 342. 92

Other Revenue, Total - - - - -

Total Revenue 893. 65 3, 888. 26 1, 277. 61 1, 395. 32 1, 342. 92

Cost of Revenue, Total 743. 86 2, 738. 14 953. 45 907. 33 959. 56

Gross Profit 149. 79 1, 150. 12 324. 16 487. 99 383. 36

Selling/General/Admin. Expenses, Total 256. 39 594. 78 209. 89 221. 08 246.  
05

Research & Development - - - - -

Depreciation/Amortization - - - - -

Interest Expense(Income) – Net Operating - - - - -

Unusual Expense (Income) 122. 34 130. 33 43. 52 34. 86 0. 00

Other Operating Expenses, Total - - - - -

Total Operating Expense 1, 122. 58 3, 463. 24 1, 206. 86 1, 163. 27 1, 205.  
61

Operating Income -228. 93 425. 01 70. 75 232. 05 137. 31

Interest Income(Expense), Net Non-Operating - - - - -

Gain (Loss) on Sale of Assets - - - - -

Other, Net - - - - -

Income Before Tax -238. 10 416. 76 69. 53 223. 74 138. 04

Income After Tax -147. 17 217. 81 19. 75 117. 35 91. 94

Minority Interest - - - - -

Equity In Affiliates - - - - -

Net Income Before Extra. Items -147. 17 217. 81 19. 75 117. 35 91. 94

Accounting Change - - - - -

Discontinued Operations - - - - -

Extraordinary Item - - - - -

Net Income -218. 70 163. 58 19. 75 117. 35 77. 81

Preferred Dividends - - - - -

Income Available to Common Excl. Extra Items -147. 17 217. 81 19. 75 117.  
35 91. 94

Income Available to Common Incl. Extra Items -218. 70 163. 58 19. 75 117.  
35 77. 81

Basic Weighted Average Shares - - - - -

Basic EPS Excluding Extraordinary Items - - - - -

Basic EPS Including Extraordinary Items - - - - -

Dilution Adjustment 0. 00 0. 00 0. 00 0. 00 -



Diluted Weighted Average Shares 232. 72 234. 43 233. 52 232. 65 232. 04

Diluted EPS Excluding Extraordinary Items -0. 63 0. 93 0. 08 0. 50 0. 40

Diluted EPS Including Extraordinary Items - - - - -

Dividends per Share - Common Stock Primary Issue 0. 10 0. 30 0. 10 0. 10 0.  
33

Gross Dividends - Common Stock - - - - -

Net Income after Stock Based Comp. Expense - - - - -

Basic EPS after Stock Based Comp. Expense - - - - -

Diluted EPS after Stock Based Comp. Expense - - - - -

Depreciation, Supplemental - - - - -

Total Special Items - - - - -

Normalized Income Before Taxes - - - - -

Effect of Special Items on Income Taxes - - - - -

Income Taxes Ex. Impact of Special Items - - - - -

Normalized Income After Taxes - - - - -

Normalized Income Avail to Common - - - - -

Basic Normalized EPS - - - - -

Diluted Normalized EPS -0.29 1.22 0.21 0.58 0.40

Findings of the study:

There are no typical activities that always effectively address certain types of issues in organizations. Many times, the achievement of a project lies not with having chosen the perfect choice of actions, but rather with how honest and participative people were during the project, how much they learned and how open they were to altering their plans for change.

However, there are some basic considerations that most people make when select from among the many choices for organizational expansion, or capacity building, actions.

Considerations include:

First, does the change-management method propose what organizational growth activities to use now, for example, the method of strategic management might propose that a SWOT analysis be done, strategic goals be recognized along with action tactics for each goal, and then achievement of the action plans be closely monitor.

Frequent Monitoring the Dealers: Continuous monitoring system is very important to observe the market. Therefore Marketing Executives visit to the distributors should be more frequent like other competitor companies

To Increase good relationship: Distributors are the main sources for the sales of motor cycle products. So my recommendation is that, the company should extend and increase good relationship with all dealers and salesmen.

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Price Stability: Presently because of “ Under rate” process the distributors are facing different problems. As “ Under rate” of product price creates a great problem in smooth selling, therefore price stability of all product is very much necessary.

Availability of marketing executives: In present competitive market situation most of the competitive companies are engaging a big marketing executives to capture the market. In compare with that marketing executives are not sufficient to cover all of the distributors. So marketing executives availability should be ensured.

Low price of products: At present the price of Harley-Davidsons products is relatively high in comparing to other competitor companies product. But to capture the market and reach their product to all kind of customers, my recommendation is that, Walton should reduce somewhat their product price.

Recommendation of the study:

#### 1. Standard Advertisement

Advertisement plays a vital role to run any business well. But in my survey, I have found hat the advertisement of Harley-Davidsons is not satisfactory at all. So the company should pay more attention to advertising.

#### 2. Quality of the products:

From my survey I came to know that the of some products of Harley-Davidsons is very low. Some products create disturb even two or three

months after selling. If Walton wants to exist in the market for long time and face the competition, it must concentrate on better quality products.

Continuous customer contact and monitoring is essential.

4 Integrated Marketing Communication (IMC) must be used.

5. Customer attraction and retention policy should be modified.

6. To identify new area where the product is not available.

At last I want to say that the company should practice Total quality management (TQM) properly.

Conclusion:

merely put, strategic planning determine where an organization is going over the next year or more, Harley Davidson how it's going to get there and how it'll know if it got there or not. The focus of a planned plan is usually on the whole organization, while the focus of a business plan is typically on a particular product, service or program.

There are a variety of perspective, model and approaches used in strategic planning. The way that a strategic plan is residential depends on the nature of the organization leadership, culture of the organization, complexity of the organization's environment, size of the organization, expertise of planners, etc. For example, there are a variety of strategic planning models, as well as goals-based, issues-based, organic, scenario some would state that circumstances planning are more a method than model. goals-based

planning is most likely the most common and starts with focus on the organization's mission and vision, values, goals to work toward the mission, strategies to achieve the goals, and act setting up who will do what and by when. Issues-based strategic planning often starts by examining issues facing in the Harley Davidson organization, strategies to address those issues, and action plans. Organic strategic planning might start by articulating the organization's vision and values and then action plans to achieve the vision while adhering to those values. Some planners prefer a particular approach to planning, eg, appreciative inquiry. Some plans are scoped to one year, many to three years, and some to five to ten years into the future. Some plans comprise only top-level in order and no action plans. Some plans are five to eight pages long, even as others can be significantly longer.