Re-engineering assignment

Business, Management

What is the Final Assignment? We will fire enthusiasm for learning – develop understanding of managing thereby change organizations. Preparation for the Final assignment Final Assignment How well positioned are you to complete? – and 1. Have you read the unit plan and are you clear about what you have to do for the final assignment and have you read past examples? 2. Have you understood the broad concepts and frameworks Introduced In the unit sufficiently to use them to Investigate your chosen case study? Duty? 4. Have you begun reflecting on yourself as a leader of change and begun to thing bout the areas you would like to develop your capability? 5. Have you explored all the materials available on blackboard – the assignment guide – the weekly notes, the powering slides and some articles to extend your knowledge and understanding of leading and managing change in organizations? 6. Have you reviewed the 33 key issues and thought about how they may be relevant to your case study project? (they follow in this document) 7.

Have you reviewed what we have covered in the unit so that you can make sure you have linked your case study to the concepts we have explored? (map of the unit follows in this document). . Have you arranged to have a couple of people read your final report a few days before you hand it in? 9. Have you started to reflect on what you have learned and need to learn for your personal review at the end of the assignment? A model you can follow for your final assignment report: First Take note of the advice given after your presentation and on your mark sheet for assignment 2.

Read the advice on blackboard and make sure your plan covers what is asked for in the unit outline specification. Focus on the word count and work

out how many words you have for each section. Abstract/intro 400 Lit/method – 300 Findings – 800 Analysis – 600 Conclusion – 300 Concentrate on the details of your data collection and the analysis. Use diagrams and models Do not put in data about the company unless it is critical to the context of the change process. Then… ……. Take your proposal, poster, powering and presentation script and write the first sections – Abstract/intro 400 – Lit/method – 300.

Write an executive summary that includes what you did and how, and what you found. Tell the reader quickly the context of the company change and the purpose, research questions and method of your study – right up front and directly. Be brief on context – put some previous work in the appendix. Only introduce references to literature if they shaped how you approached your study or how you analyses the data – and explain how you used these concepts/ frameworks. Briefly explain what data you collected, from who/where and how with changes and limitations if necessary.

Then to the main part…….. Say what you collected, use the number and quotes and responses to indicate what the impact of the change was on stakeholders. Group the responses to indicate to the reader the climate at that time and the issues that were arising. Conclude by focusing on the main issues. Do not pass Judgment or interpret at this point – Just present what people have said/indicated. Then…. Begin the analysis and interpretation. What does the evidence you have collected say about the management of the change process? Explore these issues.

Say why you are focusing on them, link them to issues in the literature if you can and then indicate what options the change process could have taken to improve the impact on stakeholders. Contrast the process with an existing change model if you wish. Then….. Answer your research questions – what can you say from the evidence you have collected? Finally – critique the change rationale, the change processes and change outcomes of your case study, or focus on the area that is most appropriate. What should they have Conclude by repeating the key issues coming from your investigation!

Summaries and reinforce the key issues for the reader. Try to end with the key findings from your study. Try to emphasis what it is your study tells us about change management. What is the key learning from your study? Be explicit. Remember to make the final input about your personal development as an appendix – if in groups make sure there is one section on this for each group member – you ay put these personal accounts in the appendix. If you enjoyed the unit tell others! Model of Managing Change in Organizations What were your key issues of learning from the presentations? What have you learned that you did not know 13 weeks ago? . The forces producing change may be socio-cultural, economic, technological, political, legislative or environmental in nature. 2. Change disrupts the markets relations of competitors, suppliers and customers, dislocating the existing product relations. 3. Change can be analyses in terms of speed, impact, control and predictability. 4. Change may be externally driven by social and market needs or internally resource driven to improve the company or change society. 5. Organizations are open systems that have specific characteristics that make them different from each other in structure, culture and systems. .

Organizations are mediated by external forces, internal cultural shifts, and by the passage of social time. 7. Change in organizations may be to create capability to drive social change, to react to social change, or to generate fluidity to prepare of future change. 8. Strategy and change management are inextricably linked, each feeding the other. . Organizations can be ' read' from their formal systems and from their informal shadow systems to understand their cultural, structural and system rigidity and fluidity. 10.

Organizations can be understood from functional, interpretive, discursive and psychic paradigms or perspectives. 12. Effective change management is about the rationale for changing, the direction of the change, and the implementation of that strategy. 13. Organizational change should be framed to drive current company strategy, and to be strategic, by reshaping operational capability and flexibility for future organizational strategies. 14. Mapping stakeholders indicates the risk involved in changing by accounting for the likely impact on different groups. 5. Mapping the organizational force-field reveals the forces for and against change. 16. The force-field indicates the political landscape of allies, resistance and conflict. 17. Mapping the leadership situation indicates the style and capability that is appropriate for the context and for the leader. 18. Change management actions span a continuum between hard and soft responses to meet concrete or messy problems. 19. Change proposals are context dependent and contingent upon the situation, the mime and the people involved. 20.

Change management involves working with and politicking with the existing discourses around and within an organization. 21. Change recommendations

may include structural, cultural or system change strategies so that organizational form, behaviors and processes, are better aligned with company goals. 22. Structural change may impact upon very different organizational structures such as bureaucracies, project-based, matrix, vertical networks, and virtual organizational forms. 23. Cultural change is about reshaping assumptions, values and behaviors through ramming the language and meaning within an organization, often for a new CEO. 4. Organizational learning produces conversations that build social capital, distribute knowledge and change systems. 25. System change may focus on customers, quality, re-engineering, benchmarking and performance monitoring to restructure the value chains for competitive 26. In knowledge work the mining, acquisition, storage and distribution of ' lessons learned' becomes critical. 27. Leading change involves collaborative strategy formation and forming detailed communication policies. 28. Change processes must plan specific actions aimed at specific stakeholders. 9.

Successful change processes include Joint diagnosis, shared visions, consensus, revitalization, modeling, and the adaptation of structures, systems and policies. 30. Change processes need continual monitoring and adjustment. 31 . Change ' agents' can model behaviors, span boundaries and lead enabling technologies to generate productive reflection and changed behaviors within organizations. 32. Managing change processes involves building capability, and improving competencies through workshops, coaching and mentoring. 33. Managing change involves monitoring change performance through benchmarking and balanced scorecards.