

Kotter 7 and 8

Business, Management



The two articles, ' The Hard Side of Managing Change' by Sirkin, Keenan and Jackson and ' Managing Technology Change' by Joyce Haddad are highly pertinent to the fast changing environment of contemporary business equation. In the first article, the authors assert that apart from soft initiatives, hard approach is critical to ensure that changes are effectively implemented. According to them leadership initiatives, communication and cross cultural understanding do not always result in positive outcome. The hard approach takes into account the four main factors: defined time duration of the project; performance integrity which emphasizes the capabilities of team member; commitment towards goals; and extra effort that employees must make to adopt changes. They believe that progress of projects needs to be monitored regularly to identify bottlenecks for early corrective measures. Article corroborates with the viewpoints of Kotter who believes that regular monitoring of projects ensures that changes are better accepted as part of work routine and consolidates them within the organizational culture.

Haddad's article, on the other hand promotes integration of technology within the organizational processes. I agree with author who contends that technology helps to improve efficiency for higher productivity. The strategic partnership approach of author validates the use of technology as it promotes the organizational goals for successful outcome. Kotter's strategy establishes eight key stages for implementing change: sense of urgency; guiding coalition; create vision; communicate vision; empower short term goals; consolidate change; institutionalize new approach (Kotter, 1998). These are critical parameters that reaffirm Haddad's strategic partnership to embrace

technology for optimal performance. (words; 253)

In the article, ' Why Change Programs Don't Produce change' by Beer et al., has raised critical issue of change that must start from the bottom and needs to be supported by the top management to make changes effective and long lasting. They assert that often the change is initiated by the top management without inputs from the employees and therefore fails to become effective. Employees' participation is vital to make changes effective. Employees' participation becomes key success factor when change is effectively communicated with defined vision. People become committed to goals when they understand change and accept responsibility for their role to implement them. This is one of the most important elements that ensure flexibility in approach so that changes can be incorporated successfully within the work culture for improved performance outcome. Kotter's asserts that change must be communicated effectively so that workforce understands the need to change and accepts them as part of work culture to ensure the achievement of organizational goals and objectives. I also believe that adapting to changes needs to be inculcated within the organizational culture. It is vital part of continuous learning that encourages flexibility of approach and innovative input to meet the challenges of time. The various environment factors like technology, globalization, socio-economic issues, environment, laws etc are major ingredients that impact organizational performance and therefore require creativity and indigenous approach to ensure that business goals and performance is not adversely impacted. (words: 238)

Reference

<https://assignbuster.com/kotter-7-and-8/>

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