

Essay case study

Business



The structure put in place in the first two years became somehow redundant and overlapping after the new structures were initiated starting with 1999.

Therefore, despite few initiatives, the leadership and the buy-in aimed at the grassroots level became less important as compared with the increased up-down leadership supported by the plan, which gained more champions both at senior and middle management level. Even if at the beginning well involved at LLC levels, workers' involvement lost weight in leadership implication over the course of actions.

Therefore, the down to top process was only partially successful, by still involving unions in finding solutions to culture issues and other few initiatives to mention. * Vision, clear success objectives and frequency of measurements and defined responsibilities were not in place. Objectives were not set and agreed from the beginning and throughout the process.

This made it harder to evaluate the success or failure of different actions on a timely manner and to direct resources in a more structured rather than contextual way.

Vision and measuring indicators (both quantitative and qualitative) became apparent with the arrival of the new president in 2003 and the creation of the utility wide culture subtest. II. Body [pick]A. Program Length (500 [pick]B.

The overlap of the initial LLC/LOB structure with the later Culture Transition Teams (500 words) C. The evolution of the down to top approach of the hybrid change process and how it actually worked. Workers and union implication over the change program (500 words) [pick]D. The existence of

success objectives and the frequency of their measurements at organization and granular level at each milestone (500 words) III.

Conclusion/Summary (500 words) [pick]A.

Summary of supporting information (250 words) [pick]B. Conclusion reached (250 words) IV Claytons [http://www. New-paradigm. Co. UK/culture-complex. HTML](http://www.New-paradigm.Co.UK/culture-complex.HTML) <http://humorousness.>

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[http://management's. Org/org_try/culture/culture. HTML](http://management's.Org/org_try/culture/culture.HTML) your book and lecture notes other resources may be included during the essay writing.

AS Case Study – summary of ideas and facts 9 years plan Phase 1 – tailoring interventions to fit each individual culture Phase 2 – issues to be addressed system-wide: leadership, trust, measurements, learning and communications.

Culture change should take place from bottom up – union participation built in from the start. Mutual trust and respect between change agents Brought an external consultant as a change agent 2003 1997 Life long Jobs Highly experienced employees Risk takers Safety perceived as management responsibility, low employee involvement, not enough safety minded managers – existing risk committee, routine safety audits Good relation with the union with previous successes in Joint efforts. Benchmark on good safety programs of other companies.

Together with the union – created a new safety program (19 components from accountability to training, 5 years program), safety constitution and <https://assignbuster.com/essay-case-study/>

safety congress. Critical mandate to develop new safety structure to operate on two levels: a local safety council - LLC (workers, managers, supervisors and SSH professionals) at each district/division level; a new business council (LOB) to be formed for gas, electric and customer ops (each LLC chairpersons (workers) and the respective LOB upper management).

A lot of resources dedicated to safety, engaging all levels of the organization. Set the stage for a shift from command and control approach to hybrid approach, grassroots led and management supported. Skepticism - Just another flavor-of-the-mouth tactic. Safety commitment statement signed and posted everywhere. 1999 System and structure in place Trying to develop increased employee involvement.

Represented workers were becoming increasingly responsive to safety issues.

Some LLC chairpersons to participate in the annual meeting of the New Jersey State Safety Council. Safety excellence is a product not only of the right programs, but also of the right culture (a positive safety culture of trust, caring and responsible leadership). Incident Investigation snouts De open Ana onset; root causes are Intentional Ana countermeasures are easily designed; training is well-attended and productive. Values, norms and behaviors - still to change.

Phase 1 - culture change 1999-2003 * Design roadman - initially utility wide initiative, but culture was not uniform across the sites - sustainable and optimal transformation - village by village, taking into account particular strengths, needs and resources - lessons from one area could be scaled to

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others Two pilot locations were selected (one-A, with strong safety record and good union- GMT relationship, the other-B, where injuries and controversy were more common). *Who will drive the change process.

Safety structure emphasized that safety should be driven from the grassroots level, culture change process should be driven from the grassroots as well, but with management support. Educate and enlist safety culture leaders from both constituencies within each location. Parallel paths for change to be put in place among represented workers and existing management structure at village level and within the company as a whole.

A -traditional implementation approach starting with assessment - where they were, where they wanted to go, generate quantitative data about culture.

All employees participate in a safety culture perception survey. Results and recommendations - at union, at management level in a 2 day feedback session. B -mistrust both from MGM and workers side 3 day workshop with 30 key leaders of union and management - identify assumptions which fueled mistrust, disrespect and negativity. Positive results in terms of short and long term action plans. A template was since applied to other five as sites and one electric location as well as in the transportation and material MGM depths.

B template - eight more sessions have been instituted since 2000. * Enlisting Senior managers as Leaders. Asked expert to meet MGM team - develop skills of the senior leadership team towards advancing their transformation into effective safety culture leaders. Some members initially resistant (too
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much time spent on safety). It was recognized that senior managers' time and attention has been taken up managing instead of leading the safety program.

Safety culture leadership became a priority.

Managers were educated to lead the Journey, supervisors trained on leadership, safety and culture transition teams reflecting hybrid structure were established to guide and support transition. They did not fully understand their mission - had to focus people attention to safety and set example. Leadership team - compiling a list of their individual and collective leadership skills, committed to use their influence as leaders in the divisions to cultivate safety. Each division was promised at least one project of its own. 3 days off-site course to develop culture change leaders.