

661 questions 1 and 2

Business



Business Assignment, 661 questions and 2 Business Assignment, 661 questions and 2 Introduction A change initiative is a process of introducing and implementing a change (Abudi, 2010). The process may experience some resistance from both inside and outside the organization. However, despite the drawbacks, a change initiative has numerous benefits which include: increase productivity, facilitate quality enhancement as well as promotes innovativeness and creativity (Clemmer, 2001). The assignment focuses at determining why a change initiative fails in most organizations. Additionally, the assignment will provide a sharp insight on stories change. The main focus will be on underlying commonalities and differences in the four stories of change as well as lessons that can be derived.

1. Reasons why organizational change Initiatives fail in an organization?

Organization change initiative may fail because of the following factors; overloading priorities, whereby, managers tend to have divided loyalty on which responsibility to undertake first causing a change initiative to be unsuccessful (Clemmer, 2001). Overconcentration on achievements may cause organization change to be unsuccessful because organization may over concentrate on quality and achievement and forgets on conducting an assessment to determine whether organization is moving retrogressively or progressively (Clemmer, 2001). Additionally, a change initiative may become unsuccessful if managers delegate duties and give instruction without leading others to implement those changes (Clemmer, 2001). In above connection, lack of proper coordination and communication between managers and stakeholders within an organization may make a change initiative to become unsuccessful (Clemmer, 2001).

2. Change Stories

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Important change I experienced in my life and how the change relates to the stories at the beginning of the chapters.

I experienced a revolutionary change from childhood to adulthood whereby, I had to make decisions without relying on my parents. However, my parents could develop some resistance because they could not admit that fact that I had become an adult who can make his own decision. This story may relate to the stories of Kodak, Hewlett, IBM and Mc Donald's in chapter one in the sense that, in both stories there are some forms of resistance when carrying out a change (Palmer, Dunford & Akin, 2008).

(a) Common issues across each stories

The most common issues across all the stories are that there is some form of resistance to change. For example; in Kodak Company, the announcement of reducing amount of dividend paid to shareholders in order to adopt new technology was faced with a lot of resistance by all stakeholders (Palmer, Dunford & Akin, 2008). In above connection, the HP CEO Fiona experienced resistance from both staff members and family when she declared a merger between Hp and Compaq companies (Palmer, Dunford & Akin, 2008).

b) Differences issues across the stories

In Kodak story the issue is about resistance on dividend reduction in order to embrace technological innovations. On the other hand, HP story focuses on a merger between HP and Compaq (Palmer, Dunford & Akin, 2008).

Additionally the discrepancy extends to IBM and McDonald Company whereby, IBM changed from being a computer manufacturer to a provider of online services such as e-commerce. On the other hand, McDonalds focuses at introduction of new strategies such as New McDonald Menu and Plan to win Strategies with an aim of increasing the amount of sales (Palmer,

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Dunford & Akin, 2008).

(c) Of the change " lessons" outlined in Table 1. 1, which of these are present in these stories? Which are absent? What are the implications of this?

The common lesson in both stories and in table 1. 1 is that a change should be communicated prior any implementation. Additionally, a change should be planned and be managed to avoid provoking resistance. On the other hand, some lessons such planning for change and managing change are found in the stories but are not found in Table 1. 1(Palmer, Dunford & Akin, 2008).

(d)Are there other " lessons" embedded in the stories for future changes for/to the companies?

Yes, there are other lessons in the stories that may help managers to know how a change may be introduced and implemented. For example; managers should anticipate resistance when introducing change (Palmer, Dunford & Akin, 2008). Connectively, managers, should look for strategies of managing resistance by planning on the steps to be followed when implementing a change (Palmer, Dunford & Akin, 2008).

Conclusion

The three key conclusions drawn from the stories of managing change include; a change should be communicated prior it introduction into an organization, secondly when introducing a change resistance should be anticipated from both inside and outside the organization. Thirdly, strategies for managing resistance to change should be put forth. This may help future organizations to have an effective and efficient change initiative.

References

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