

Bus503 - org. change and transformation mod 4 slp



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Organizational Change and Transformation Mod 4 SLP Introduction

Comanche Country Memorial Hospital has many problems and many of those are stemming from the lack of progressive management style from a senior management team who has become comfortable in their long time positions and therefore are using archaic management styles. They are having trouble hiring good hires and when they do their retention level is very low.

Employees often come there to train and then move on to elsewhere. This paper will discuss the nature and scope of the changes that need to occur.

Nature and Scope of Interventions.

Changes that need to be made are: management practices, structure and leadership of the organization, redesign of the upper management structure, improving the accountability of present leadership, full evaluation of external factors relating to staff going elsewhere after training, and becoming a learning institution with good knowledge management. These are not easy changes and the commitment to make such changes must come first (Banker & Alban, 1997), as the configuration of the organization is changed. This is an organization in trouble at this time and it is very possible that the Human processual approach will not help at this time due to the slow incremental scale of the change. This change needs to happen more rapidly. The technostructural approach will need to be used to approach the changes in accountability for the different jobs and the job descriptions. The structure of the organization must change, removing silos and building a team structure.

Multi-faceted approaches include as many different groups as possible and this is the approach that will need to be used most often here. There are many departments in a hospital and they all depend on each other to

provide quality patient care. It will be important to include each of these departments in the process of change or run the risk of on providing a change that does not completely blanket the institution (Caluwe & Vermaak, 2004). The large groups approach will need to work hand in hand with these multi-faceted groups.

All of the symptomology noted in the original case study relate to such things as external environment, leadership, organizational culture and structure as well as management practices. The Burke- Litwin model best suits this case because it incorporates all of these variable. The suggested changes in this paper are designed from the needs shown in the original study and the ability of the Burke-Litwin model to deal with those. With those things in mind, the management structure must change, the senior team needs updated management style, external processes need to be looked at closer, management policy must change, employee satisfaction must be improved to reclaim retention and accountability must become an everyday word.

Dealing with the senior management team problems will need to come from the board so there will need to be buy in there. Leadership training in newer leadership styles and organizational culture can come from a training group brought in or by changing job descriptions to mandate Masters degrees for leadership and assuring accountability will need to be moved forward by the newly trained or replace senior management team. Employee satisfaction can be done by moving forward with many of the newer retention methods and it might be a good idea to appoint a retention specialist at this point in time. In order to be effective and to save the bottom line of this facility, all of this would need to be in place within 6 months, well functioning within a

year. Anything less could lead to disaster for this facility.

Conclusion

This is a critical change that needs to be planned, trained, and put into motion quickly. Many people will have to be involved which is why large group and the multifaceted approach will need to be used. There will need to be thorough buy in from the board and the organization as a whole. This will need to be solicited quickly and will not be easy to get. There is not much time to save this bottom line.

References

- Banker B, Alban B, (1997). Large group interventions, engaging the whole system for rapid change. Jossey Bass: San Francisco.
- Caluwe L, Vermaak H. (2004). Change paradigms: an overview. Organization Development Journal. 22(4). 9.