Management change process

Job enrichment

Most of the jobs were redesigned and this meant that more responsibilities were assigned to the staff that had management roles; on the other hand, the rest of the workforce was given multi-functional tasks. This process is known as job enrichment because it deepens and increases the motivating factors which are involved in a specific task or job (Cameron & Green, 2009, p. 122). One of the enrichments that were utilized by the new managers was increased accountability and responsibility, more freedom and less control in the job; this led to more recognition of the roles and responsibilities of the worker. It was the job of the top management to ensure that the organizational culture was communicated to the new staff whereby they offered rewards for employees that portrayed and conformed to the company values.

The company implemented the change by ensuring that planning and operations were realized through quarterly and monthly meetings which included product changes; this was done by the department managers on a regular basis and the CEO held meetings irregularly in order to engage the staff. Davis (2002, p. 56) believes that leadership changes from the behavior approaches and traditional traits to visionary, charismatic and transformational focus which is different from management. XYZ Continental's leadership team entails the top managers and the CEO. Furthermore, their leadership functions could be seen by their behaviors and language as they embrace visionary and transformational change.

The company's new top management and the CEO formed organizational goals in an elaborate manner so that the company's vision and progress could be clarified on a regular basis. Nonetheless, proper recognition was awarded for each department manager's contribution and every business unit so that the overall success of the company would be realized. The changes were managed by the senior staff whereby they used all change strategy approaches which include top-down communication, one-way communication, punishment and coercive reward approach, empowered approach, shared decision making and rationalization approach.

Change agents

There were three main change agents that took part in the company's transition and they included the company CEO, the newly hired managers, and the general factory manager. The company CEO realized that the company needed to change its process and structure so that it actualizes the organization's vision, plan and timescale. Furthermore, the CEO had proper objectives to ensure that the change took place appropriately. The new managers acted as the mediators between the CEO and the employees, the general factory manager and the CEO/Factory staff. This meant that there was a mutual understanding between the stakeholders involved in the change process. The tasks that had to be undertaken in the company included liaising with management/finance, training, mentoring, and developing or testing the product.

Resistance was seen by the factory staff because they did not want to use the advanced technology to construct the bus tyres. This is because they did not have the skills or experience to use new processes which would ensure

that they had quality products. Issues like consent for training the staff, health and safety problems, and disruption to productivity were all combated appropriately through incorporating the work reward system. However, the change helped the existing employees to gain experiences in a wide range of functions.

It is important to note that the change positively influenced the company because the entire workforce had a chance to learn new skills and experiences in relative areas. The factory staff had the opportunity to learn how to incorporate modern technology to improve the quality of the bus tyres and also increase its performance on any road. However, the company had to spend a lot of revenue training and convincing the staff on why change had to be implemented and used additional time to try and understand which areas or departments in the company needed the most change and transformation.