

Unit 5, chapter 10, 11, and 12



**ASSIGN
BUSTER**

This change in status quo will encounter resistance within the organization. Because there is change, uncertainty within the work environment will create chaos thus people in power will defend their vested interest in certain positions. Power struggles will be apparent, and as shuffle in the power structure within the organization is more threatening, efforts to carry on change will be hurdled.

Change management: how to shift to a new status quo

In order to effect this reorganization within the company, change management should be utilized in order to shift the status quo to a desired state in the future. Bartol, in her book *Management: A pacific rim focus*, illustrates a process of change management in eight steps.

Bartol's Eight-Step change model

1. gain recognition of the problem or opportunity

The problem of having adversarial relationships that are proven to be counterproductive and detrimental to the operations within the organization has to be identified. Only by recognizing that this is really a problem that has to be addressed, can solutions be determined to solve the problem.

2. line up powerful sponsors

In order to backup the planned change, the most powerful sponsors, usually the key people, who are the executives, are to be informed about the planned change, and to gather their support in order for the change to be communicated to the rest of the company.

3. develop and communicate a vision

In this part, the vision of changing the organizational structure has to be developed and communicated, first to those people who can pass around the information. In developing a vision, it could be helpful to involve the rest of

the company in order for them not to feel like the vision is a top-down command. It is to enable them to know the situation of the company and to feel like being more involved to what is happening, which makes them more receptive to the changes that will be enforced in line with the vision.

4. empower others to act out the vision

By giving the proper authority to people who are capable of communicating the desired vision about the change in organizational structure, these people will have better chance to act out the vision. This may entail choosing the right people to conduct seminars and trainings to inform the other employees about the changes, and form a certain system to create these changes. Employees should be encouraged to act out the vision and adhere to the changes that are taking place within the company. In this case, promoting cross-functional teams would entail cutting down processes that are potential barriers.

5. prepare to overcome resistance

Because this major structural change would require flattening the organization, as various processes would be cut down, a lot of positions come with them. This would make resistance more intense because personal interests are at stake, also because of the perceived uncertainty of the future work status quo. Thus, resistance should be overcome by coming up with rewards system, as discussed in the next step.

6. plan for and reward visible progress

In operant behaviorism, the desired behavior is reinforced in order to encourage repetition, and undesired behavior is punished in order to discourage repetition. But a more humane, in line with motivation, way is to do the former which is to reward visible progress as planned change is

carried on. This would mean that the desired behavior is appreciated by management, thus should be maintained.

7. consolidate improvements and facilitate further change

By telling the employees about the improvements and where the organization has gone as regards its restructuring and the benefits that are effected by this change, employees will see it as a good and necessary process that lead them for the better. By encouraging change in other areas of improvements, and soliciting ideas from employees in order to improve operations apart from the change in structure, better workplace environment will be fostered.

8. monitor and institutionalize changes

When the change is not reinforced for the long time as such that it becomes part of the corporate culture, there is a huge tendency for the employees to go back to previous practices which could make things a lot worse than before. By continually reinforcing the changes until the time it becomes part of the new status quo, it is wise to always remind the employees of the benefits of the new structure, as well as the good things that cross-functional work teams, in our case have contributed to the operations of the company. The employees have to see the result to, as well as the improvements that the change will do for the company in the long-term.

Reference List

Bartol, K., Martin, D., Tein, M., & Matthews, G. (2001). *Management: A Pacific Rim Focus*. Australia: McGraw Hill Company.

ROBBINS, S. (2005). *Organizational Behavior*. Philippines: McGraw-Hill