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ORGANISATIONAL CHANGE AND MANAGEMENT

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Question 1:

Introduction

A functional team remains permanent, by including members of the same department from which it has been built. Naturally, there are multiple responsibilities associated with a team that functions as per goal setting. The main consideration is, individual and mutual consenting that stages together accountability. This is also backed by diverse skill sets and interesting applications to achieve a goal better than other teams. This question will thus revolve around the same notion, by critically evaluating key elements that allow a group or team to function in the context of an organisation, considering the work distributions undertaken by the organisations. The assessment will utilise scholarly ideals to understand the merit of its specifications.

Discussion

Ever since the pandemic affected the business environment, many organisations within diverse industries have found it harder to bring together teams. This was not due to the inability of companies to come up with dues as requested by employees after serving for a period, lack of opportunities within the enterprise that discourages team working, and pitting against the managers or leaders who principally tend to guide teams (Yang, 2019). The main basis due to which team working has failed to thrive in corporations is the lack of trust.

Communication is likely to dwindle bearing the above prospect, whereby creativity will be impacted as well (Ogbonnaya, 2019). In such a case, both will contribute negatively to the productivity that a firm generates in any period using different teams. Therefore, many organisations have experimented by cutting down their bottom-line expenses. This helps in nurturing individuals through groups and hands-out opportunities where greater exposure might mitigate trust-related issues among members. However, there are additional stress-related factors that have contributed to the lack of merging individuals into teams.

A study conducted by Perkbox in 2020, revealed that work-related office politics grew in a frenzy by contributing 37% of negative impressions of team members against each other. Similarly, 34% of the workers also noted that lacking inter-departmental communication delayed many projects, schedule-based appointments, and others (Perkbox, 2020). Whereas, demotivation based on individual performances contributed to 33% of the lacking interest among employees to come together into teams (Perkbox, 2020). The same

study confirmed that the youthful workers, including males and females within the age group of 23-27 were not affected by the above factors. Instead, it was the more experienced workers with an age group of 45-54, who had to collaborate with other members due to which unprecedented cause of worry was seen among them on a large scale.

Meanwhile, UK organisations including 60 or more small, medium, and large companies recently participated in a trial. Whereby, the employees were to be granted shorter work weeks, thereby trying to alleviate their feelings of apprehension related to coming together in teams (Christian, 2023). Even if 92% of the workers participated in the trial, only 30% were able to make the change permanent (Christian, 2023).

However, managers and leaders of key organisations have identified that successful teamwork comes from employee well-being (Perkbox, 2020). In short, the lack of well-being created the below problems that become a shortcoming for team building.

Firstly, teams depend on managers to provide them clarity, and sometimes given the workload many managers are not able to confirm the goals that teams ideally thrive upon. This creates confusion that allows them to work on their own (Stanbrough, 2010).

Secondly, many organisations prefer withholding information from employees especially when they are working in team capacities. This prevents them from operating within a given set of processes, thereby allowing the company to lose productivity over time. For instance, a third of the top companies within the FTSE 100 were recently accused of withholding information from team workers (Irish Examiner, 2016).

Thirdly, employees might have opposing personalities that might allow them to plan, execute, and review process executions in their manner. This can become a reason for potential conflicts among diverse teams.

The above problems can be mitigated by implementing Bruce Tuckman's Team-Development framework established in 1965.

Forming: In this stage, the team-building context must be restricted to a few departments. That does not create confusion throughout the organisation, and most importantly keeps clear goals for team leaders and individuals. Also, the teams must be established around professionals who are characteristic in accomplishing specific roles. For instance, the tech-giant Google, allowed certain workers with higher brain skills and technical traits to function around team roles that suited them most (Burnison, 2019). This became a factor in its later successes.

Storming: Clear communication must occur between the team leaders, and the individuals regarding the challenges surrounding projects, roles, and other responsibilities.

Certain members of a team might also look to approach leaders individually to bring better clarity to their approaches. This helps to upkeep emotional semblance among group individuals. For instance, car manufacturers like Tesla yield positive results, because the team leaders permit the employees in teams to skip level meetings. Instead, they prefer approaching the leader face-to-face (Nguyen Le, 2021).

Norming: The team begins to show unity in this stage, by agreeing on the foremost factors before roles and responsibilities are assigned. As a result, working style is discussed, and process executions occur together with each member complimenting the other's role. This creates a larger respect for the leader too (Tuckman & Jensen, 1977). For instance, retailer Marks and Spencer's created a similar penchant for team-working among its employees under 'The Breakthrough Leaders program' that was followed by an increase in team productivity by 16% (Talogy, 2022).

Performing: As soon as teams become strategically aware of their roles and responsibilities, the firm focuses shifts towards goal achievements. In this case, the leader's role becomes detached and teams become self-sufficient (Boone, 2023). For instance, allowing individual team members within teams to increase productivity by using human-centred thinking principles, increased productivity for GlaxoSmithKline without the necessity for leaders to intervene.

Adjourning: This stage allows reviewing after the team has functioned for a period. It lends perspective to organisations to continue using the same members in the teams or consider alterations (Yang, 2019).

Conclusion

The above question revealed that teams might not be engaged due to lacking trust among their members. However, there are ulterior reasons like lacking communication, unclear goals, and erratic relationship of team individuals with themselves and the leaders. However, by focusing on the Tuckman framework certain organisations have had their say in team functioning. This created increased productivity, respect for the leaders, and better demonstration of skills by entrusting each other.

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Question 3:

Introduction

This section discusses the different theoretical perspectives on organisational culture, using a range of models from different scholars such as Edgar Schein, Edward Hall and Johnson and Scholes. The malleability of culture in terms of being capable of modifying for serving the organisation's strategic interests will be summarily shown. The discussion will incorporate scholarly references that justify the argument made in favour of organisational culture being changeable.

Discussion

Schein's Model of Organisational Culture

Schein's model of organisational culture defines company culture across the parameters of artefacts, values and shared assumptions (Burkus, 2014). Artefacts refer to the visible structures and elements that define the appearance of the workplace environment, such as HR policies, design and orientation between departments. Values are defined as the company's beliefs and value statements, such as promoting sustainability and creating equality in the workplace. These values are shared across the workforce through onboarding and HR performance reviews, ensuring that the employees are aligned with the values of the company. The shared assumptions form the unconscious beliefs that drive organisational behaviour. For instance, the company culture in Activision Blizzard was problematic and inadequate as it promoted workplace harassment of female employees due to the shared assumptions of 'frat culture', which was developed from a lack of workplace policies and values related to empowering equality and equitable workplace participation (Allsup, 2021).

Hall's Iceberg Model of Organisational Culture

This model of organisational culture shares similarities with Schein's model; it presents company culture as an iceberg analogy where the visible surface denotes organisational behaviour and practices that are easily observed from external perspectives (CIPD, 2022). However, with the bulk of the iceberg submerged and therefore unseen from external perspectives, the analogy shows that organisational behaviour and practices are driven by a collection of variables such as beliefs, values, assumptions, thoughts and feelings (CIPD, 2022). Therefore, both models demonstrate the same belief that organisational culture can be modified by controlling the variables such as beliefs and values. A similar comparison

of the Activision Blizzard instance shows that the iceberg model expresses how beliefs such as sexism were manifested in workplace behaviour and senior-level ignorance of the issues internally until it became a widely-reported public incident forcing the company to make internal changes (Allsup, 2021). Similarly, an incident with Boeing occurred where a design flaw in the 737 Max jet led to fatal accidents, leading to a grounding of all 737 Max jets in service globally (Gelles, 2020). The investigation revealed a broken company culture where senior managers had “little regard for regulators, customers and even co-workers” (Gelles, 2020). Therefore, the analysis so far shows negative outcomes in organisations stem from internal inadequacies in a company culture that are controllable (Graham et al., 2022).

Johnson and Scholes’ Model of The Cultural Web

This model takes a more expansive view of organisational culture where six factors determine the quality of the culture as a whole. These are represented across variable factors such as internal inspirations of conduct and values, workplace routines, organisational structure, symbols, control systems and power structures (Doherty & Stephens, 2019). Through each of these factors, values and assumptions of the company culture are identified, making it possible to change them towards a better outcome. For instance, the Activision Blizzard example shows that workplace sexism was considered a routine habit of routine, with the organisational structure being inconsiderate of the issues faced by female employees (Allsup, 2021). The instance of Boeing shows that the power structures were influential in creating an emphasis on production speed and profits over quality control and sustainable growth, leading to faulty manufacturing resulting in real-world fatalities (Gelles, 2020). Therefore, this model also converges with the other models to express that company culture is modifiable towards becoming more effective (Graham et al., 2022).

Defining the extent to which culture can be modified

By consciously designing the internal policies, routines, control systems and power structures, the shared assumptions and values of the company culture are created. This leads to the expression of culture in the form of behaviour or artefacts that are easily observed. Having highlighted some negative instances where a lack of cultural direction resulted in poor organisational behaviour in real-world countries, the report can present two positive instances that further show how culture is highly modifiable (Graham et al., 2022).

Firstly, Netflix designed its company culture to promote creative innovation in the workplace that was capable of driving business growth (Knowledge at Wharton, 2018). This was achieved through the publicised display of the Netflix culture deck, which lists the minute details of the company culture. This creates an atmosphere where employees can pitch

their creative ideas to senior managers and leaders without fear of reprisal or facing barriers towards upstream communication (Knowledge at Wharton, 2018). It ensured open collaboration would drive sustainable growth at Netflix, and the participation of the employees resulted in innovative ideas such as developing a kids-only section of restricted content that was suitable for underage viewers on the Netflix platform (Webster, 2020). This was achieved by encouraging independent decision-making in employees, as well as openly sharing information. This creates workplace trust and accountability in employees, thereby creating a strong organisational commitment and productivity.

Secondly, the 3M 15% culture allows employees to develop their independent projects during 15% of their daily working hours at the company (Stoll, 2020). This policy promotes independent decision-making, and job satisfaction through professional satisfaction and resulted in valuable ideas being founded such as post-it notes (Stoll, 2020). The support of senior management and leadership ensured the policy would be actionable, and was further reinforced by the requirement that the majority of revenue of the company must be earned from innovations created on a four-year basis (Stoll, 2020). This creates a perpetual and self-sustaining culture of innovation and growth where employees are empowered to take risks with failures in their projects as well as develop innovative ideas that can be used to create new products at 3M.

Conclusion

The report discussed three different perspectives on organisational culture to present a diversified analysis into theoretical perspectives by established scholars. The findings determined convergence of agreement in the quality of malleability in organisational culture, as the variables which make up the organisational culture are controllable by internal stakeholders. Therefore, this was defined with key instances from real-world organisations such as 3M and Netflix.

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