

Change Management Performance Assessment

C721

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- A. The manufacturing company I was hired for needs a change to its processes and software systems for inventory management, as explained in better detail through the Systems Contingency Model.

The Systems Contingency Model is one that declares effectiveness as a product of the congruence between different dimensions within a company. Using this model, we can identify areas of need that will strengthen other dimensions within the company after change is implemented.

As a consequence of the company's rapid growth rate, training and development opportunities for employees have been neglected-- resulting in a decline in the drive for innovation and process improvements. According to the Systems Contingency Model, if leadership were to allocate resources for employee training and development classes, the culture and people would undergo a transformation that would positively increase satisfaction and growth at an individual level, establish new standards for performance and effectiveness at a group level, and drive up product and service quality and revenue, consequently, at an organizational level.

- B. When it comes to differences between a traditional organization and a learning organization, the former assumes that successes in the past should work just as well in the present and future, whereas the latter takes a reflective approach and pursues developments that will facilitate adaptation to new environments and demands.

For example, a traditional organization would continue advertising in the same ways that aided its success at the start of its life. However, a learning organization would encourage its employees to openly suggest new strategies, even providing training for said strategies if they were successful.

- (1) The manufacturing company I was hired for is in Stage 3 of Woolner's Five Stage Model.

- (a) The company is mature and doing well, having already fully developed as evident through its international status and overseas staff. Therefore, it has surpassed Stages 1 and 2 and has reached Stage 3 and is recognizing that learning is an indisputable necessity for momentum in the company's growth and success. It is yet to fully implement learning as part of its strategic plan, so it has not reached Stage 4 for the time being.

(2) This company would benefit from using each of Senge's Five Disciplines, elaborated below:

1. Systems Thinking, being the cornerstone of the other four disciplines, would be the most important to apply. The "we" mentality, seeing the organization as a complex interrelated system, is vital to identifying shortcomings, implementing change, and visualizing success. To achieve this, the company may want to consider moving slightly away from a top-down hierarchy and towards a bottom-up hierarchy—at least in some ways, such as giving their employees more freedom to be creative and make informed choices. This balanced approach would help move it in more of a learner organization direction.

For example, the company's goal for an increase in profit by 10% next year would be seen as an entire team effort; every team player's success and growth would be essential to meeting this goal, from major stakeholders all the way down to the most menial of positions. Thus, leadership would want to enrich their employees and allow for more input.

Systematic Thinking would encourage the company to become an organization that needs, not just wants, creative and innovative solutions that impact the company (Acrobatiq 2022).

2. Personal Mastery is also important to the company becoming a learning organization; supporting the growth and performance of individuals would encourage personal mastery, and thus create employees who not only ask questions but take charge for the success of the company and their peers.
3. If the company were to employ Senge's Mental Models Discipline, it would take the company away from a traditional organization and closer to a learner organization. Through a collaborative approach, with employees aware of ingrained assumptions, generalizations, and external influences, and better equipped to use them to reflect on their own impacts,

the company could further their transition to a more adaptable, generative learning organization.

4. The discipline of Shared Vision, or an organization's ability to create and hold meaningful visions as a collective, would also shift the organization to being more learned. A goal of effective change within the company would require everyone to adhere to the same direction; all working, learning, and growing to sustain and commit to the same shared vision.
5. Finally, the discipline of Team Learning uplifts the other four disciplines and requires a vision of learning. This discipline would stir the organization to action, hinging on intelligent communication and shared learning to finally employ the five disciplines and see successful change and results (Acrobatiq 2022).

C. Referring to the Balogun and Hope-Hailey Model, I would pick the Adaptation quadrant to aid the company in its effort to become a learning organization.

- (1) As a large company doing well, the Adaptation type of change only requires incremental realignment. Instead of an unnecessary dramatic upheaval within the organization, by simply updating/upgrading the software systems used for inventory management and funding online training for its employees, the company would see change occurring at a steady pace.

D. There are four steps that the company can take according to the action research model to assist in the change process from a traditional to learning organization. The first two steps that the company has already taken are to identify the problem or opportunity and consult with a Change Management Expert.

Since they have already employed my services, the next step is to collect data for verification of the problem or direction that the company needs to go. This research can look like confidential meetings, questionnaires and surveys, performance reports and/or observation of financial data (Acrobatiq 2022) performed over an extended period of time.

The second and third step would be for myself as the Change Management Expert to form and report to the company a preliminary diagnosis for the problem(s), providing factual and unbiased information based on interpretation and

review of the sum of the findings.

The fourth step is to jointly diagnose the problem/opportunity/findings with the company (Acrobatiq 2022) during the same meeting where I present my findings. This will in return facilitate a collaborative effort between myself and the company to identify solutions and actions to take to not only solve the problem but also transition the company to a learner organization.

- E. I recommend that the company use Exploration and Innovation Roles as the two innovation strategies that transitions the company from a traditional organization to a learning organization.

(1) Exploration can be done through different approaches, such as employing a bottom-up approach, workshops for employees, or other avenues that encourage creative problem solving shared between staff and leadership. This would move the company away from being a traditional organization.

Furthermore, and consequently, “idea champions” will arise from Exploration, creating new roles that can look like lead teams or individuals that will collaborate on innovative ideas and solutions. I recommend additionally employing a project manager to ensure any solutions/plans are carried out in a professional manner, emphasizing quality, validity, and stability. Creating innovation roles would further strengthen the company’s commitment to a learner-oriented organization.

- F. Referencing Kotter’s 8-Step Change Process model, I advise the company to take four steps to facilitate its change process; these four steps being: form a powerful guiding coalition, who would then create a vision, and in turn communicate the vision, to finally plan for and create short-term wins (Acrobatiq 2022).

By forming an influential guiding coalition, members who are in current leadership positions, that creates and communicates a vision plan, the company could disrupt the top-down hierarchy the company currently has and, therefore, its old traditions. It would require collaboration between leadership and staff, creative solutions, shared information, and a system to measure improvement.

- G. There are five pillars of sustainable change that the company could apply to sustain its functioning as a learner organization.

The first pillar is that of leadership and the efforts made by leaders to uphold the new vision of the company. This can look like holding mindsets and actions accountable, checking in on employees to review the company’s current culture,

enforcing possible new structures that encourage collaboration, and making sure funds are allocated for employee training.

The second pillar is strategy—research and testing must occur to ensure that the company preserves its signature difference between itself and its rivals. If the company is to transition to a learner organization, it must employ and maintain changes that align with the overall vision and give it its newfound edge against competition. This can look like more investment in current employees, new systems that are conducive to inter-level collaboration, or even as simple as recreating a competitor's ability in a unique way that aligns with the vision.

The third pillar, culture, would be imperative to sustaining the learner organization environment. Collaboration and communication between all levels of staff and leadership would unify the company under one vision, driving it to support each other under a common mindset, and facilitate shared learning experiences.

The fourth pillar, structure, goes hand in hand with collaboration and communication between employees. The company must build a durable foundation to ensure solutions; communication and shared knowledge is integral to a learner organization, so a new structure that supports this vision would need to be maintained and reviewed regularly. This can look like new software for communication between teams or a custom communication plan for leaders to uphold.

Finally, the fifth pillar being systems, the old processes and systems for inventory management must be updated. The company cannot accurately review data that is necessary for problem identification if the old systems are outdated. While a traditional organization would assume that new work can be done the old-fashioned way, the company as a learner organization should investigate and employ new systems and processes that can perform tasks more efficiently and modernly.

References

Acrobatiq. (2022). Change Management. [Learning Resource for C721-Change Management]

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