

EXPLORING CONTEMPORARY MANAGEMENT CHALLENGES: Implementing Major Organizational Change While Sustaining Productivity

UCSD EPSE-LAMP Student
Research Assignment 2007-08;
Combined Findings

THE ASSIGNMENT

- Understand the challenge
 - *behaviors/actions or processes that achieve major change while still sustaining employee productivity*
- Interview at least two individuals
 - one manager with a reputation for implementing organizational change effectively
 - one employee who was affected by a major change
- Document findings, give personal analysis
 - Specifics – behaviors, processes, tools, experiences
- Provide summative insights/recommendations

INFORMATION RECEIVED

- Seventy-seven papers (EPSE and LAMP combined)
- 20 companies/organizations
- Variety of approaches to the interview questions and methods of integrating analysis
- All findings were directly from the papers

COMBINED FINDINGS

General Observations

- More attention to ensuring the change than ensuring the productivity
- More success stories than stories of challenge and frustration

COMBINED FINDINGS

- Themes (in order of frequency)
 - Communicate constantly, ensure understanding
 - Be proactive, lead by example, act as change agent, be personally involved
 - Allow time, be patient, incremental steps, deal with personal feelings, influence one person at a time, build trust
 - Ensure the desired change is possible, plan carefully, include training, be ready to make "hard" decisions
 - Have a vision, make it compelling, engage key influencers, help people keep a good attitude

COMBINED FINDINGS

■ Bits of Wisdom

Impact on the manager

- managers experienced more pain during change than the employees; never delegate pain
- implementing change takes extra time on the part of managers

Management behavior

- bold moves by managers make it easier for employees to follow; move aggressively, do not shy from/apologize for making a change
- employees want leaders to work *with them* through the change; personally manage some tasks until someone is *ready* to take them
- tell each person exactly what behavior you want from them

Management strategy

- focus on fence sitters, not early adopters; change will progress only as fast as the slowest member in the change
- early adopters can help get real change started; may need multiple change agents at intermediate levels for large-scale changes
- avoid the assumption that everything is going well – get evidence
- have a plan to prevent “backsliding” after the change