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