Organizational Change Summative Assessment

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Within Company X, the task of establishing a formal code of ethics for administrators in this department has been presented (please refer to Appendix: A). In an effort to bring clarity to the reluctance expressed about this initiative, as several prior change efforts have failed, it is now imperative to present the value of these changes as the status quo has become inflated. The cost of continuing down the same path will result in financial setbacks for the company as well as its employees. Rest assured, that all proposed changes and plans are to the benefit of the company as well as to its employees--both financially and productively. As a result, this department plans to begin an eight-step process designed to inform and enlighten, to ease the transition, to provide clear direction, to provide paths to beneficial successes, to address any obstacles that may result in misunderstandings or misinterpretations, and finally, to set company culture. Please be advised that the formal Code of Conduct is provided in Appendix (A).

**Code of Conduct**

A well-written code outlines the morals, personal qualities, policies and behaviors setting a foundation for success for everyone to follow (Bianca, n.d.). Though a code of ethics is written into the law in some states there remains a need to reassure all employees that their administrators will perform their duties while upholding both the law and the company code of ethics. Leonard (2008) states that ethical behavior is the legal and moral code that guides employee behavior.

**The Purpose of the Code of Conduct**

Company X believes that being a professional requires ethical behavior which motivates collaboration between its employees and customers. Using the leadership of our administrators as a template for job performance ethical behavior prevents financial loss from the infractions performed when no one is looking. Setting clear strategies for ethical behavior and providing training to consistently promote those expectations is the job of every administrator (Leonard, 2018).

**The Plan for Change**

**Understanding the Urgency**

Company X has come to a crossroads. Simply put, this company can no longer afford to remain in business continuing in its current status quo. Litigations and losses due to short cuts and ethically questionable conduct have led to budgetary tension. To continue to provide a promising work environment which provides pathways for professional and financial growth for the business and its employees it is vital that administrators pave the way by proving the importance of ethical behavior. Ethical behavior at work is crucial as it not only solves budgetary issues but also provides a safe work environment for employees and customers. Further, building a good reputation for "clean business" while keeping the customer as the priority ensures future growth. Therefore, Company X will pursue integrity in money management, communication, job responsibility, and behavior. A conscientious employee is concerned about doing the job to the best of their ability; ethics goes beyond right and wrong (Leonard, 2018).

**Creating a Coalition**

According to Schermerhorn (2011), the use of a self-managing team may lead to a more rapid process of change. As a result, Company X will be creating a leadership group to empower change and encourage teamwork. It will be the job of the coalition to ensure the dissemination of information, to address questions and miss understandings and to reveal to the administration and all employees the benefit to adhering to the Code of Ethics.

**The Vision**

The Bible says, “Where there is no vision, the people perish” (Proverbs 29:18 King James Version). Vision is a guiding philosophy that not only articulates strategies for change but also communicates and compels aspirations. It is the aspiration of Company X to be reputed for high quality through superior ethics and morality which will slingshot Company X’s brand to its preferred standing in the global market. When customers or potential employees think of Company X it is our desire that the thought coincide with the thought of ethical and moral excellence and unprecedented quality. It is imperative that employees feel proud of Company X’s unrelenting efforts to apprehend a reputation which ensures prosperity.

**Communicating the Vision**

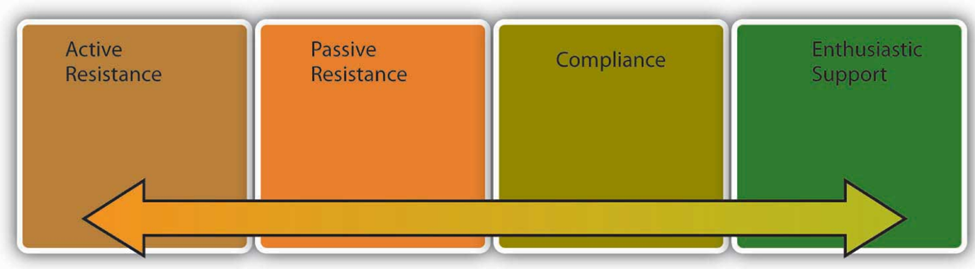
Auguste (2013) communicated vision through the using of multiple channels. In efforts for change communication channels include email reminders, face to face meetings, individual interviews and electronic feedback. Company X will be using all of these techniques. However, communication also involves teaching new behaviors to ensure that people understand and accept the vision and its strategy. In light of this, several other techniques will be employed. First, as a precursor, posters stating the vision and goals will be joyfully posted in all central areas. Next emails explaining the vision will be sent. Thirdly, companywide announcements and meetings will be held explaining the vision, the benefits of the vision, and the end goal and how the change brings prosperity to all. Booklets explaining the Code in entirety will be provided. Lastly, a passing grade on an online quiz will be required.

**Empowering Action**

In efforts to get rid of obstacles to change or structures that may drive against the new vision for Company X, we encourage aggressive personal adherence. There are many reasons for change. Weiss (2012) has a short list which includes technology forces, economic forces, the environment, healthcare, government and sociocultural forces, political forces, and forces of globalization. Today’s life is lived in the information age, when something goes wrong, today’s technology ensures the information is broadcast globally in minutes. From an economic standpoint, this represents a loss in finance; however, it is also a loss in reputation and popularity the results of which may be irrecoverable. In addition, government and social forces are calling for transparency and green productions, greater health coverage, as well as a moral high ground that is above reproach. As a result, Company X has an opportunity through innovation to profit in this climbing economy by achieving a culture which includes morality, honesty, and quality. As a result to the afore mentioned items today change is foundational for the success and prosperity of the firm.

**Types of Resistance**

Organizational inertia is the tendency of an employee to maintain the status quo (Carr, Hardf & Trahant, 1996). This resistance is often the result of giving up bureaucratic command-and-control as the hierarchical structure brings power to the status quo. Other reasons for resistance include the fact that change, for many, is often uncomfortable and even threatening (Carr et al, 1996). Lack of trust or confidence, lack of substantiation or miss understanding, or resistance--which may be for personal reasons such as political or religious. For this reason, Company X plans to overcome resistance through employing three basic steps.

1. **Define the outcome**. By the year 2020 Company X expects to be in full compliance with all changes brought in by the Administrators Code of Conduct resulting in a companywide cultural change. By clearly stating vision and the expected outcome Company X addresses resistance from misunderstandings.
2. **The path**. This will be achieved through firm adherence to policy. While there will be a grace period of six months in which consequence for failing to adhere to the new code of conduct will be considered many trespass’ after the grace period may offer fines and official reprimands. Worst case offenders may be charged with a crime, and/or be terminated. To ensure administrators and employees know the new code of conduct, and the benefits of successfully navigating change, code study sheets, classes, and group discussions will become available. Lastly, within the next twelve months, all administrators and employees are required to pass an online quiz and sign a contract stating their desire to comply. This step addresses the resistance from the desire to retain the status quo.
3. **Suggested path**. While it is not mandatory to adhere to the suggested path choosing an alternate route is necessary for success. It is suggested that one take advantage of all reading provided, attend all meetings and discussion groups, educate oneself and those in proximity to the benefits of the planned change. One may champion the cause by becoming an Organizational/Conflict Manager in which one may empower others to act on the set vision by succeeding first.  In this step Company X addresses resistance from comfortability, personal resistance, and trust issues.

**Organizational Managers and Managing Conflict**

Organizational Managers (OM) are an extension of the coalition. OM’s help employees in many ways. First, the OM may help by presenting employees with informed choices. Next, OM’s listen to employee doubt and address their concerns while reinforcing motivation for employee input for the design and implementation of the plan. This step helps to create ownership and involves those who resist in the implementation of the change. Mentoring and training new employees to prevent training in old behaviors is also a great preventative measure (HR Focus, 2002).

Duncum (2010), suggests six steps for the OM of Coalition Member to include when dealing with conflict. Company X adopts the following steps. 1. Do not ignore conflict but address it. 2. Act decisively on conflict. 3. Be open and honest. 4. Use descriptive verbiage instead of evaluative. 5. Make the process an opportunity for team-building. 6. Keep the goal in sight. 7. Choose face-to-face communication over other forms as this has been proven to be the most effective form when dealing with conflict (Duncum, 2010).

**Short-term Benefits**

In an effort to stimulate excitement in this change Company X would like to announce the following rewards system.

1. For all employees finishing the test and proving to be a positive force for change in the firm within six months--a reward of $50. This bonus reduces by $10 for every added month after the sixth month.
2. For those employees who are excited and desire to take on the added responsibility of a OM, there will also be a $0.50 per hour pay increase as compensation for overseeing group discussions and educating those who may resist change for reasons of lack of knowledge or understanding.
3. As Company X begins to be known for quality and honesty as well as all other positive outcomes resulting in the Code of Conduct in the global environment prosperity will begin to filter down in several forms. It is anticipated that reputation will be the biggest benefit, employee value will be increased having worked at Company X. Further, it is anticipated that there will be increased demand and productivity which will equate to wage increases.

**Never Quit**

Using increased credibility and reputation, we will change systems, structures, and policies. For those who activity implement vision a path for promotion and development will be readily available. People “who can implement the vision, and reinvigorate the process with new projects, themes, and change agents” will ensure our success.

**Incorporating Changes into the Culture**

Company X seeks a culture where people are aggressive and vigilant in doing what is right, as well as, a culture that takes pride in innovation rather than short cuts or compromise. Let the world know that Company X can be trusted and will embrace innovative solutions to achieve quality and success in all integrity. Let the name Company X be synonymous with integrity, honesty, quality, and innovation.

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Appendix A

Administrators Code of Conduct.

An administrator’s professional behavior must conform to an ethical code. The code must be idealistic and at the same time practical so that it can apply reasonably to all administrators. The administrator acknowledges that the firm belongs to the people they serve to provide opportunities to all. However, the administrator assumes responsibility for providing professional leadership in the firm and community. This responsibility requires the administrator to maintain standards of exemplary professional conduct. It must be recognized that the administrator’s actions will be viewed and appraised by the community, professional associates and peers. To these ends, the administrator subscribes to the following statements of standards.

The administrator:

1. Makes the well-being of employees and customers the fundamental value in all decision making and actions.

2. Fulfills professional responsibilities with honesty and integrity.

3. Supports the principle of due process and protects the civil and human rights of all individuals.

4. Obeys local, state and national laws and does not knowingly join or support organizations that advocate, directly or indirectly, the overthrow of the government.

5. Implements the governing board policies and administrative rules and regulations.

6. Pursues appropriate measures to correct those laws, policies, and regulations that are not consistent with sound goals.

7. Avoids using positions for personal gain through political, social, religious, economic or other influence that is in opposition to the firm or the law.

8. Accepts academic degrees or professional certification only from duly accredited institutions.

9. Maintains the standards and seeks to improve the effectiveness of the profession through research and continuing professional development.

10. Honors all contracts until fulfillment or release.

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