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. In an effort to bring clarity to 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 a costly alternative. 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 the 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 the code of ethics is written into 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 guiding 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 through ethical behavior prevents financial loss from the infractions that one may be tempted to do when no one is watching. 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 has 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 fundamental 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 customers as a 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 as 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 benefits to adhering to the Code of Ethics.

**The Vision**

Proverbs 29:18 says: Where there is no vision, the people perish (KJV, 1611). 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 in turn, will slingshot the Company X 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 a 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 use of multiple channels including email reminders, face to face meetings, individual interviews and electronic feedback in their efforts for change. 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 also 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 it brings prosperity to them 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 Globalization Forces. We live 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 through this climbing economy by achieving these through morality, honesty and quality. These changes are 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, Hardf & Trahant, 1996). Lack of trust or confidence, lack of substantiation or miss understanding, or resistance may be for personal, political or religious. For this reason, Company X is addressing resistance in 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.
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 any trespass after the grace period offers 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 into the code study sheets, classes, and group discussions will become available. 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.
3. **Suggested path**. While it is not mandatory to adhere to the suggested path choosing an alternate route is necessary for success. We suggest taking advantage of all reading provided, attending all meetings and discussion groups, educate your self and those around you to the benefits of the planned change, and champion the cause by being a positive influence. Empower others to act on the vision by being one of the first to succeed.

**Short-term Benefits**

 In an effort to assist excitement in the 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 “Driver of Change,” there will also be a $0.50 per hour pay increase as compensation for overseeing group discussions and education of 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. We anticipate, reputation will be the biggest benefit, employee value will be increased having worked at Company X. Further, we anticipate 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.” (Kotter International, n.d.) 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. 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.

References

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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 for the purpose of providing 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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