

Case Study Deciding How to Change

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The aim of this assignment is to evaluate the benefits, drawbacks, rationale and usefulness of statistical and scientific methodology being applied to organizational change processes with a national organization, in a case study scenario (Hodges & Gill, 2015).

According to Bruckman (2008), “leaders must fully understand the change process to move their organizations successfully through the turmoil of today’s economic environment” (p. 211). In today’s corporate environment, change is no longer an option but a reality for all organizations who desire to thrive and survive amidst the growing challenges of competitive competition in the corporate workplace. How organizational leaders determine to lead, manage and implement change within their organizations is of significant concern for most corporate leaders and organizations (Longbotham & Longbotham, 2006). “70% of all change initiative fail, because managers adopt an alphabet soup of initiatives without trying to completely understand the nature and process of organizational change” (Blanca & Ramona, 2016, p. 48). Subsequently, the goal of this assignment is to discuss the Longbotham and Longbotham (2006) study benefits and drawbacks regarding the rationale and usefulness of statistical and scientific methodology when applied to organizational change processes (Hodges & Gill, 2015).

According to Longbotham and Longbotham (2006), corporate American has not applied the same amount of energy and effort into the implementation of much needed organizational changes, as they have exerted in attempting to identify the changes that need to be made. Consequently, there has been very little research done in the arena of change implementations needed for organizations to continue to be successful. According to Hodges and Gill (2015), “despite the fact change is constant, it seems that organizations are, in some cases, not getting

any better at leading and managing it successfully” (p. 4). In the case study of Longbotham and Longbotham (2006), their goal was to utilize both statistical and scientific methodology to help improve the process of organizational change implementation for leaders and organizations, in order for them to stay competitive in today’s corporate environment and remove illogical approaches to organizational change implementation. The primary benefit of their approach was it allowed for a rational, objective and analytical strategy to be applied to the organizational change process. “Change management focuses on the change process, the steps to be taken, and...a systematic process to shift individuals, teams and organizations from their current state to their desired state” (Hodges & Gill, 2015, p. 96). Additionally, the Longbotham and Longbotham (2006) study allowed for the results of the study to be objectively analyzed and evaluated for implementation effectiveness. “A major change is unlikely to be successful unless it is based on an adequate diagnosis of the problems and opportunities that was the reason for making it” (Yukl, 2013, p. 135).

Some of the primary drawbacks of the Longbotham and Longbotham (2006) study included the amount of time needed to develop and apply the methodology appropriately, the complexity in understanding the methodology and the potential cost and time considerations management would have to consider. According to Whelan-Berry and Somerville (2010), research indicates that most organizational change efforts result in failure, at a rate as high as 80%. The author of this paper wonders if this failure rate would increase due to the complexity of the statistical methodology being applied, in the Longbotham and Longbotham (2006) study. “Many types of changes can be made by leaders and some type are more difficult than others” (Yukl, 2013, p. 111). Additionally, the task of selecting the appropriate factors to be evaluated and analyzed could be challenging for many organizations to properly understand and could

require additional financial resources and personnel to assist in their selection, evaluation and implementation. Scandura (2016) indicates, “real leadership is necessary to effectively implement organizational change” (p.396). Finally, some of the factors selected to be evaluated against the performance measures in the Longbotham and Longbotham (2006) study, provided no valuable information to the organization or leadership afterwards. Depending the cost and time associated with these factors, implementation could be costly and disadvantageous for most organizations.

In conclusion, the selection of a methodology to implement organizational change within any organization, should be as simply as possible to apply and understand by their leadership and management. "Strategy is about how we get from where we are now to where we want to be. It is a journey plan for the change initiative" (Hodges & Gill, 2015, p. 66). This journey will involve everyone within the organization, in order for the change methodology to be successful. According to Whelan-Berry and Somerville (2010), “the majority of, if not all organizational changes initiatives inherently involve change at the individual level. That is, change occurs in the employees’ behavior, values, or frameworks that underlie and explicitly shape their work for the organization” (p. 176). According to Yukl (2013), "a major change is less likely to be successful if top management tries to dictate in detail how it will be implemented in each part of the organization. Whenever feasible, authority to make decisions...should be delegated to the individuals or teams responsible" (p. 120).

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