

Deciding *how* To Change Case Study
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The Longbotham and Longbotham (2006) study on implementing change utilized a model that was used to determine what needs to be changed into a model of how change should be implemented. This model was used in accordance of changes in the sales model.

Longbotham and Longbotham (2006) based the fact of millions of dollars has been invested in performance assessments and identifying areas of improvement but questioned if there was any logic to leave the implementation of the improvement for change (p.20). Instead of changing the *what*, the Longbotham's changed the *how* for a maximum response.

A benefit of this approach is utilizing the dynamic capability theory. During the implementation of change, the organization is able to manage both internal and external environmental changes (Hodges and Gill, 2015). Organizational changes require both leading and managing. A failure to lead and manage could mean a complete failure of the organization (Hodges and Gill, 2015). The Longbotham approach along with the dynamic capabilities will give the organization the tools to lead and manage. This is a benefit because it engages the stakeholders keeping them abreast of any changes (Hodges and Gill, 2015). This approach allows the leaders and managers to act as change agents for the organization. When the leadership take that active role in becoming change agents, the organization is remaining competitive (Gilley, McMillian, Gilley 2009). Longbotham and Longbotham (2006), described the competitive nature of organizational change as "change, improve, or die" (p. 19).

When the Longbotham study is compared with the American Society for Training Development (ASTD), the benefit to the organization and individual outweighs any potential negatives. The ASTD model focus in feedback, building involvement, strategic planning, and change intervention to name a few model highlights (Hodges and Gill, 2015). Even as this approach is a top-down approach, it also over laps a bottom-up approach to leadership, creating a ownership of change throughout the organization (Hodges and Gill, 2015).

The Longbotham approach works in tandem with ATSD model. According to Longbotham and Longbotham (2006), this approach rewards face to face interaction. The model is coded with (+)/(-) for their interactions. The test gave grades from A to G positive or negative. An A+ grade is given to top management making personal visits, B+ for implementing change, or an F- for failing to give one-on-one production meetings between middle management and stakeholders or G- for providing no incentives for minimizing attrition (Longbotham and Longbotham, 2006, p.21). When there is the top down and bottom up theory of managing, creating an ownership for change, then there is more of a chance to have positive score. This will create a cultural of equality instead of a hegemonic culture.

The weakness of the Longbotham model is that it assumes all location operates the same. It also does not take into account the number of upper and middle management versus the number of location needed to reach their stakeholders. In the Longbotham study the company this study was based upon an organization with 150 locations. Of the 150 locations thirty-six stores were chosen (Longbotham and Longbotham, 2015). During the study, grades of category F a (-) and category G(-). The categories signified the one-on-one meeting with middle management and the personal did not happen, as well as no incentive for minimizing attrition. If all 150 locations were in the change process, then many locations will not have the opportunity to have the top down interaction. A weakness to this approach will be a delay in change. According the Longbotham and Longbotham (2015) Table 1 (p. 21), If one location receives a (-) in most columns, then this may potentially delay the change process in other locations potentially causing the organization to not be competitive.

Overall this model is beneficial organizations. It encourages the upper management, middle management and the stakeholders to engage with one another during the change process. There is a continuous dialogue between all levels of the organization, where the upper

management can take concerns of the stakeholders back to the colleagues to implement change.

The Longbotham approach with the ASTD encourages all parties to take ownership of for the change.

References

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