

ASIL Corporation Organizational Assessment Results

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My assessment is on ASIL Corporation, a global manufacturer of pharma/biotech and specialty ingredient products in which I worked 12-years in various positions, however mostly sales. The organizational diagnosis questionnaire revealed close to severe problems with organizational purpose, structure, and attitude. In terms of close to neutral the assessment showed leadership and helpful mechanisms as being close to these conditions. With regards to more positive results, rewards, and relationship both scored a two on the diagnosis scale.

ASIL organizational structure is designed for downward, upward, and lateral communication like that of what Robbins and Judge (2016) define a chain network. For instance, the CEO and Executive teams communicate the changes based on the overall goal or the intended purpose of the change. Thereafter, middle management communicates the process and people changes needed to implement the change to the functional people.

Truthfully, none of these results surprised me because for the past seven years the organization tripled in size through the acquisitions of many companies. As a result, leadership is on continual overdrive communicating and implementing changes. In turn employees are in constant reactive versus proactive mode dealing with process and people changes. Truth is, most people you speak with are stressed, unhappy and speculating about what the next change signifies.

On a positive note, however, I also was not surprised to see relation and rewards close to the positive mark. ASIL rewards their employees well and its leaders are genuinely bright, open minded and supportive people. In my opinion, this is what keeps some of its most loyal people in the organization. Nevertheless, even the most loyal are stressed and unhappy.

It has been my opinion, since I learned about systemic thinking that the most significant factor related to change at ASIL, is leadership's failure to discuss the changes using a systemic thinking model, prior to implementing change. As a result, they fail to gain the knowledge from

the front-line people involved in the processes which are affected. Therefore, causing unnecessary stress, errors, revenue losses and most important turnover.

In the end, I believe the organization will continue to function this way because its middle managers fail to challenge the status quo. Therefore, if leaders at the Executive level continue to see results without any understanding of the tremendous strain and stress frequent changes are causing, business will continue as usual.

References

Robbins, S., & Judge, T. (2016). *Essentials of organizational behavior* (14th ed.). Pearson Education.