ASSIGNMENT: ORGANIZATIONAL CHANGE AND LEADERSHIP

by (Name)

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The Date

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The case study which is assessed for this assignment evaluates the merger of three accounting firms which are located in different cities. The merger requires employees of the organization to adapt to the new cultural changes. The cultural orientation of the organizations and its employees requires that the cultural acquaintance is enhanced. The workforce must be made aware of the changing new corporate culture which is being introduced by the organization. The campaign which is developed for cultural orientation fails to acquire the desired goals. These generate disappointing results which are backed with empowerment, innovation, responsibility and client focus. The disappointing results are evaluated by the management in order to develop a remedy and assess factors due to which the campaign failed. The communication manager seeks to start the campaign again with new zeal and implementation methods which shall allow accomplishing the desired results for the merged organization.

Question # 1

The change philosophies which are applied within the workforce is extremely important for the performance of the teams in organizations. The change management philosophies which are required to be considered are based on Continuity Change Dilemma and Paradox of the employees (Balogun, 2003). The organizations which have observed a cultural shift require accepting change through aligning the workforce towards the new policies, goals, and objectives of the merger (Beer and Nohria, 2000). The change dilemma is based on an assessment of the organization through an external perspective which shall allow handling change and meeting goals of the organization. During the situations where the change initiatives are highly frequent, it is critical that management monitors the effectiveness of the change policies which have been

proposed (Caldwell, 2003). The paradox of the employees in the organization is a major factor which contributes towards change. It is required that employees are made aware of the new policies and practices through initiating effective campaigns resulting in organizational coherence.

The assessment of the article presented by Graetz and Smith (2010) which explains the significance of philosophies of change requires explaining the change process which has been described. The philosophies of change vary with the situation of the merger and culture which prevailed in the organization. Change management process which prevails in the organization is highly dominated by the role of leadership which is aiming to align the workforce (Charan, Drotter and Noel, 2010). The training and development of the teams are essential for crafting policies through campaigning which shall enable managers to accept change and deliver its objective to the audience. The change analysis process requires providing subtle information about problems and address the situation in a highly diplomatic manner benefitting the organization at large (Colbert, Yee and George, 2016). The paradox of this situation which is explained in the case shows that despite the campaign made for integration of new culture the workforce failed to receive the message and adapt to the new culture of the merged organization.

Question # 2

The assessment of the case scenario shows that there are numerous challenges which are faced by the management of companies at the executive level. The change of policies and evolution of culture requires executive management to understand the aspects of change (Crevani, Lindgren and Packendorff, 2010). The management needs to understand the change which is being adhered, utilize the material and understand the implementation of the process. The application of the process of change requires the management to assess the situation and

understand the hurdles which shall be faced during the process. The management role is to assess the conflicts and based on this evoke emotions amongst the workforce which enable them to adhere with the mission, vision, and values of the organization (Deprez and Euwema, 2017). The aspects of uncertainty, fear, and frustration in the staff are at its peak when new management acquires or merges with the organization. The application of change requires planning through which the change methods and practices can be applied. The setback of the audience about the situations which are faced requires reducing the barriers of communication in the process (Ford, Ford, and D'Amelio, 2008). The communication process reduces the gaps and enables the organizations to embrace change or assess the factors which are hindering change.

The most critical challenges which are encountered by the organization are based on understanding the workforce and building confidence in the employees. Providing job security is a major concern of the management through which the coherence amongst the team’s even while they operated from a distance and managed (Freedman, 2005). The executive managers must be trained with the new policies and practices making them aware of adopting the methods through which change implementation can be done throughout the organization.

Question # 3

The organizational culture of Accounting United is required to be developed on the basis of values and behavior of the workforce based on which the social and psychological environment of an organization is managed. The organization's culture is built on the basis of philosophy which is crafted and delivered from the strategic management of the organizations (Graetz and Smith, 2010). The organization's expectation and expressions are molded based on internal operations which are required to cope with the challenges pertaining in this world. The development of attitudes beliefs and customs which are drafted through the organization's value

propositions aim at developing scope which is developed through consideration and coherence of the teams (Johansson and Heide, 2008). All these happenings on the basis of which environments of the organization are developed are classified as corporate organizational cultures. The methods of the organization through which the workforce is managed are considered as a major factor which builds the culture within the organizational environment (Kotter, 2012).

The assessment of the case of Accounting United showed barriers in the communication of the information flow within the organization. The communication barriers which prevail are traits through which the organization operates (Raelin, 2011). The power flow and information flow within the organization is built in the form of collective organizational objectives enabling organizational progress and development. The organization's productivity and performance are also highly dependent on the organizational culture through which the entire environment and its practices are crafted.

Question # 4

The middle management operating in Aarhus contributed significantly to the development of the organizational culture. The team of Jon Johnsen requires evaluating the situations which prevail in other offices located in Odense and Copenhagen. The process of cultural change is built on the fundamentals of accepting the change and implementing change process on the lower management (Smith, Haslam and Nielsen, 2018). Through the assessment of the case, it is evident that cultural coherence of the organization and the regions in which the businesses prevail must be evaluated. The organizations are required to allocate the resources effectively so that change happens and people contribute to the application of new methods which have been instructed. The teams are required to make adjustments of the scope based on the understanding and adherence of the teams so that the desired results are accomplished

(Stensaker and Falkenberg, 2007). The teams are required to engage the stakeholders in a manner that the goals of the organization which are required to be accomplished are adequately and appropriately addressed. The people working for the organization must be made sustainable so that they understand the perspective of the organization and accept the innovative processes which are designed for implementation within the organization (Tengblad and Vie, 2012).

The team of Jon Johnsen must understand this challenge and seek to address the problems associated with the coherence of the new practices. The initiatives which are taken by the organizations include motivating the managers towards accepting the change process so that they can deliver the same vibes to the front line workforce (Vey, Meyer, Zipp and Schneider, 2017). The team of change management and cultural development must evaluate the activities of the teams on a regular basis. The application of change must be considered, and incentives must be awarded to the staff for participating in the application of the new process (Vuori, Vuori, and Huy, 2018). Accounting United must take the measures for engaging all the three organization in participative activities through which the staff gets to know each other and confer with the culture of the organization.

Conclusion

The analysis of the case in the light of literature shows that organizational change and leadership is significantly important for the organization. Accounting United needs to make policies which shall develop enhanced coherence amongst the workforce of different organizations. The campaigns which are developed must be strictly monitored, and mid-level management must be instructed about the methods which must be applied for training the staff in an active and efficient manner (Balogun, 2003). Organizational culture is built through

embracing the staff with the policies and practices which are developed by the management of the organization so that effective results can be generated.

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