

+Case Study of Organizational Change

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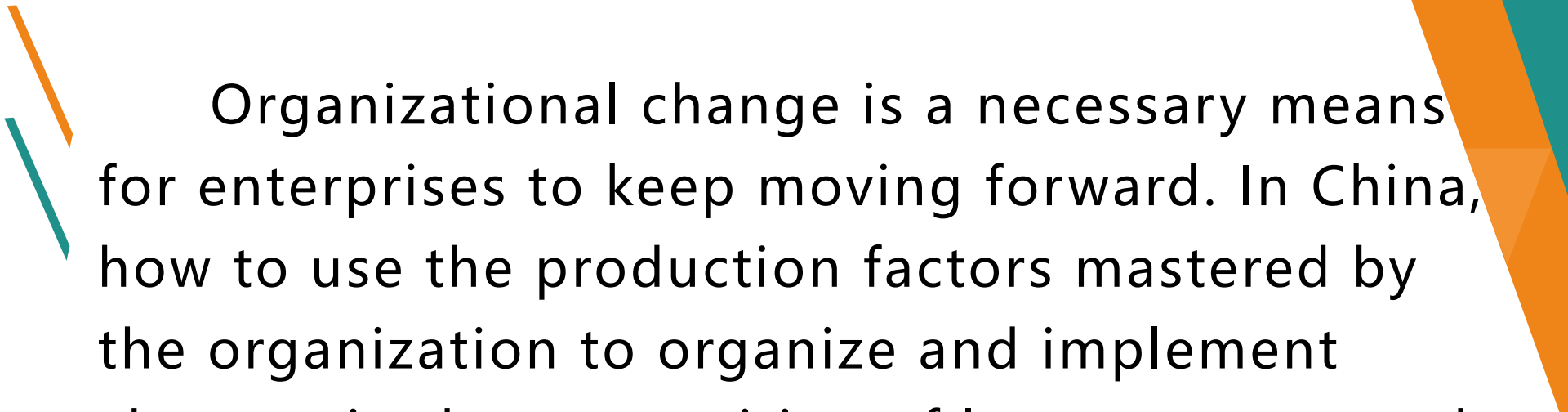
Abstract

- Proposal of Research Question
- Research Purpose:
- Research Significance:
- Organizational Change Model
- Resistance to Change
- Basic Framework and Process of Organizational Change of Company X
- Implementation of Organizational Change Plan of Company X:
- Evaluation Results

Proposal of Research Question

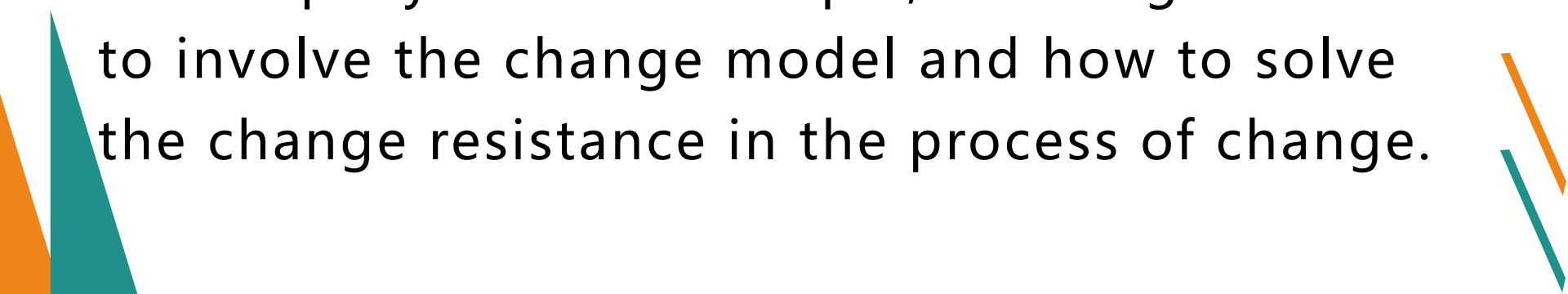
What is organizational change?

Organizational change refers to the purposeful and systematic adjustment and innovation of the organization's power structure, organizational scale, role setting of communication channels, inter-organization relations, attitudes, concepts and behaviors towards the members of the organization, and the spirit of cooperation among the members by using behavioral science and relevant management methods, in order to adapt to the changes in the internal and external environment, technical characteristics and organizational tasks of the organization, and improve organizational efficiency.



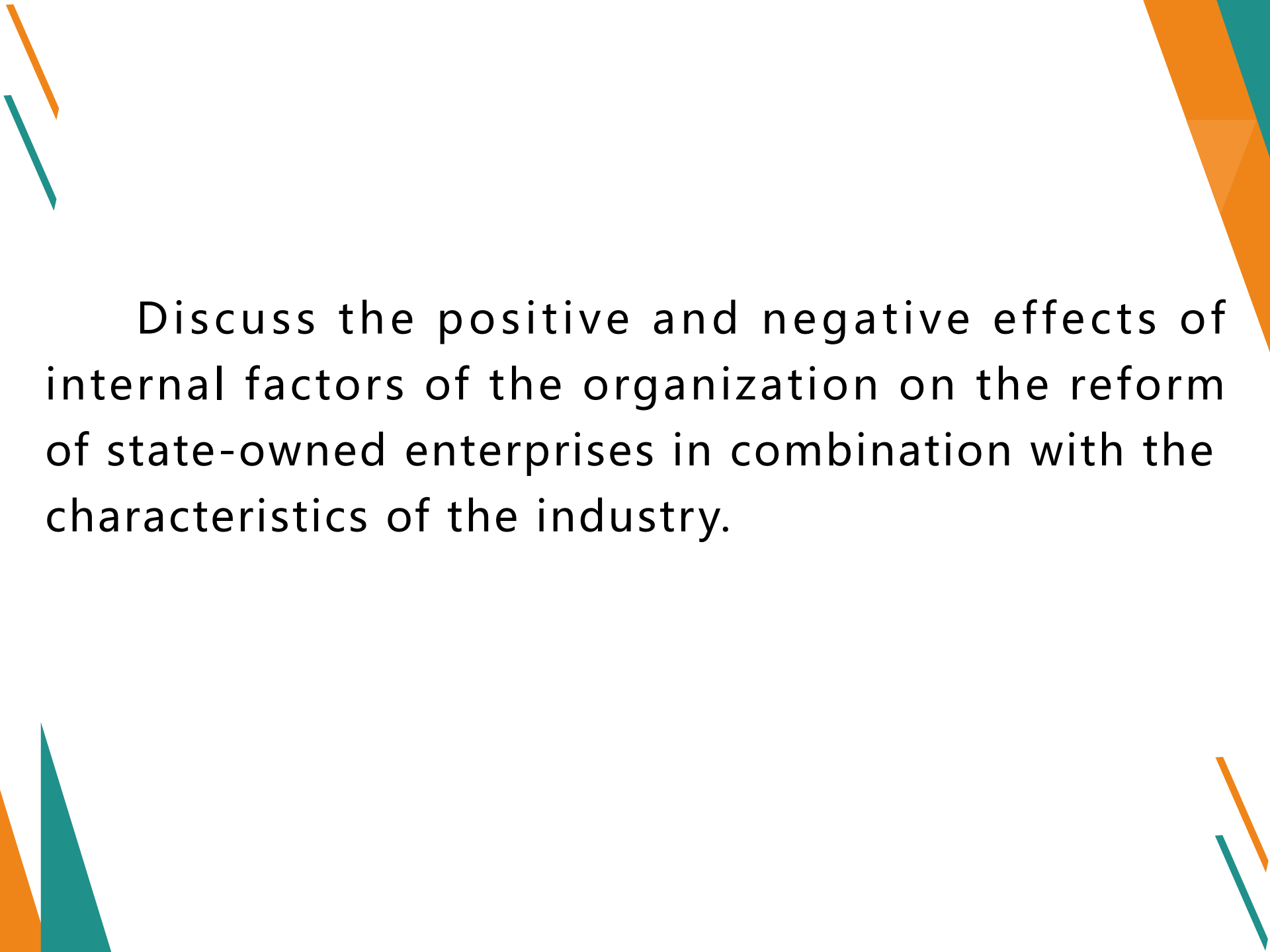
Organizational change is a necessary means for enterprises to keep moving forward. In China, how to use the production factors mastered by the organization to organize and implement changes in the competition of large state-owned enterprises, and how to use the changes to make themselves more vitality and business efficiency is a problem that leaders must face.

The study takes the organizational change of Company X as an example, focusing on how to involve the change model and how to solve the change resistance in the process of change.



Research Purpose:

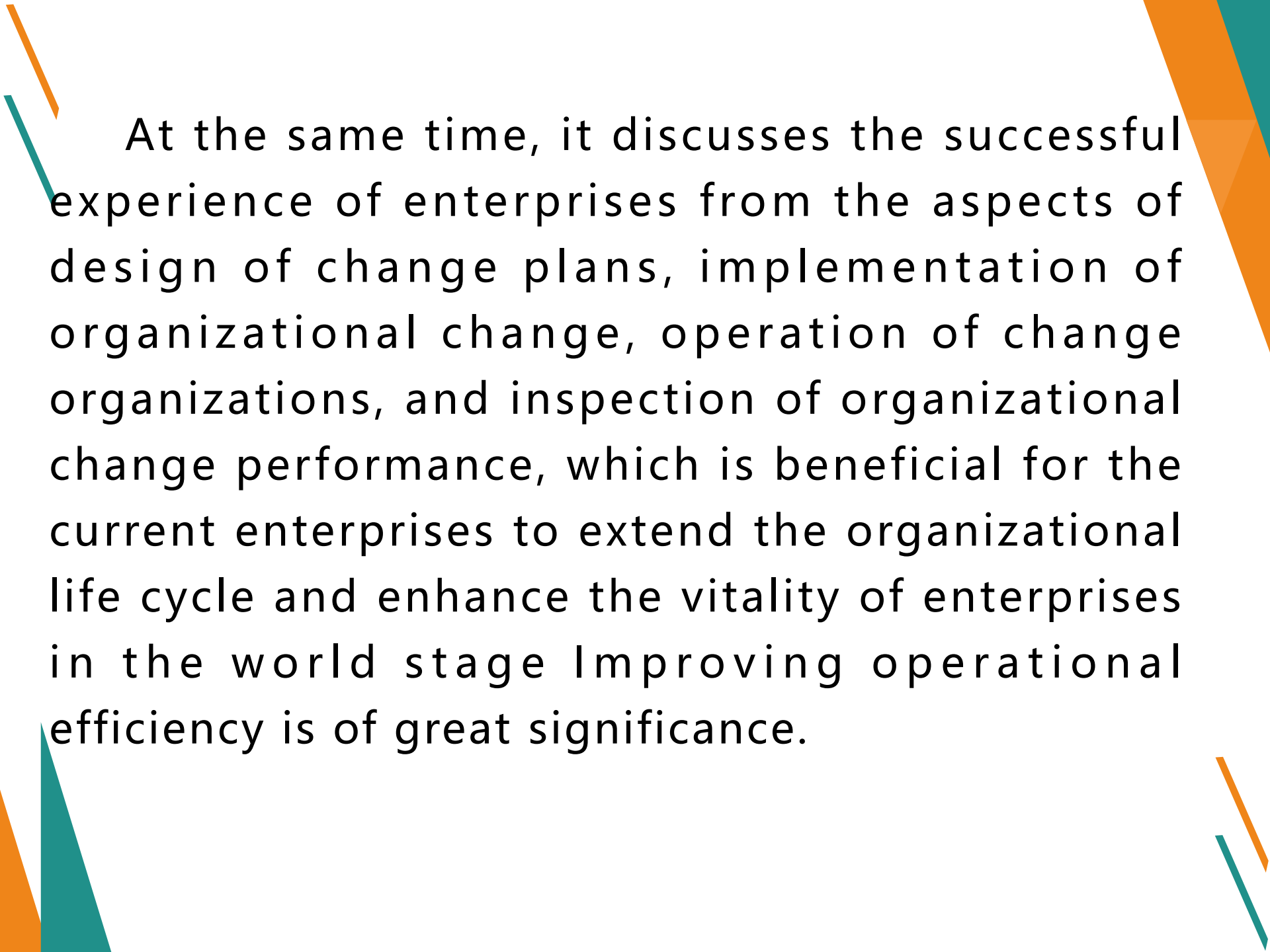
Aiming at the organizational change of large state-owned enterprises, study how the external environment of the organization affects the design, organization, implementation and feedback of the enterprise change plan.



Discuss the positive and negative effects of internal factors of the organization on the reform of state-owned enterprises in combination with the characteristics of the industry.

Research Significance:

This case analyzes the case of organizational change of state-owned enterprises, establishes a change model suitable for the current situation of enterprises, and then analyzes the resistance brought by different people and cultures in the process of change.



At the same time, it discusses the successful experience of enterprises from the aspects of design of change plans, implementation of organizational change, operation of change organizations, and inspection of organizational change performance, which is beneficial for the current enterprises to extend the organizational life cycle and enhance the vitality of enterprises in the world stage Improving operational efficiency is of great significance.

Organizational Change Model

1. Lewin Bar transformation model
2. Cote transformation model
3. Warren Bennis's theory of change
4. Caster transformation model
5. The four-element model of organizational change implementation
6. Strategic analysis model : PEST, Porter's Five Forces Model



Resistance to Change

- 1.Sources of Resistance to Change
- 2.Inspiration after Discussion.

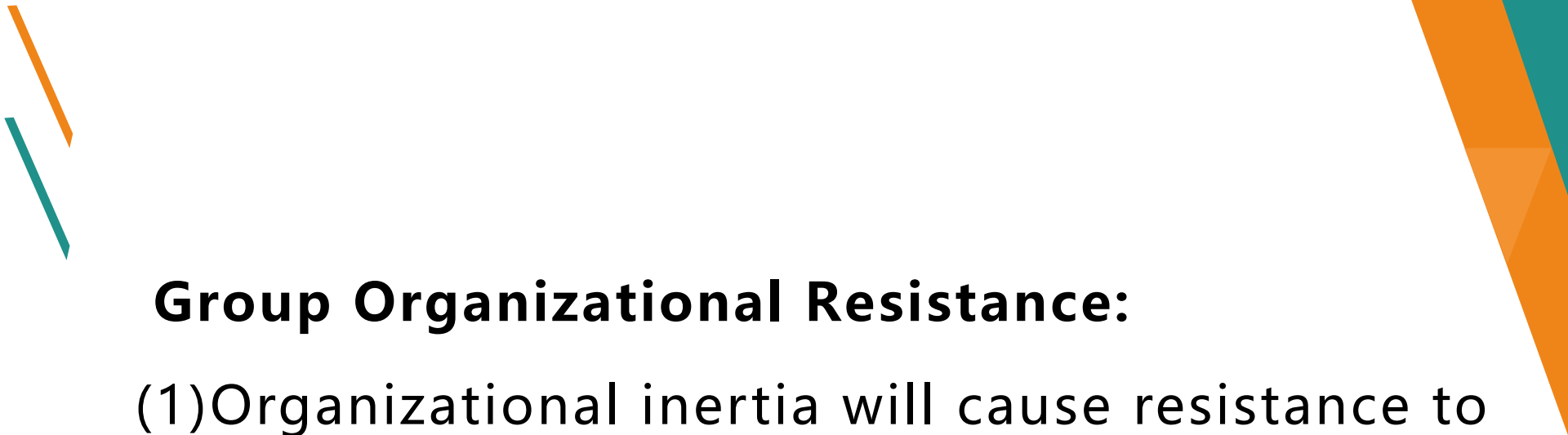
1. Sources of Resistance to Change

Resistance from Individual Level:

(1) It comes from breaking habits.

(2) Economic demand.

(3) The selection and processing of information will also bring resistance to change.



Group Organizational Resistance:

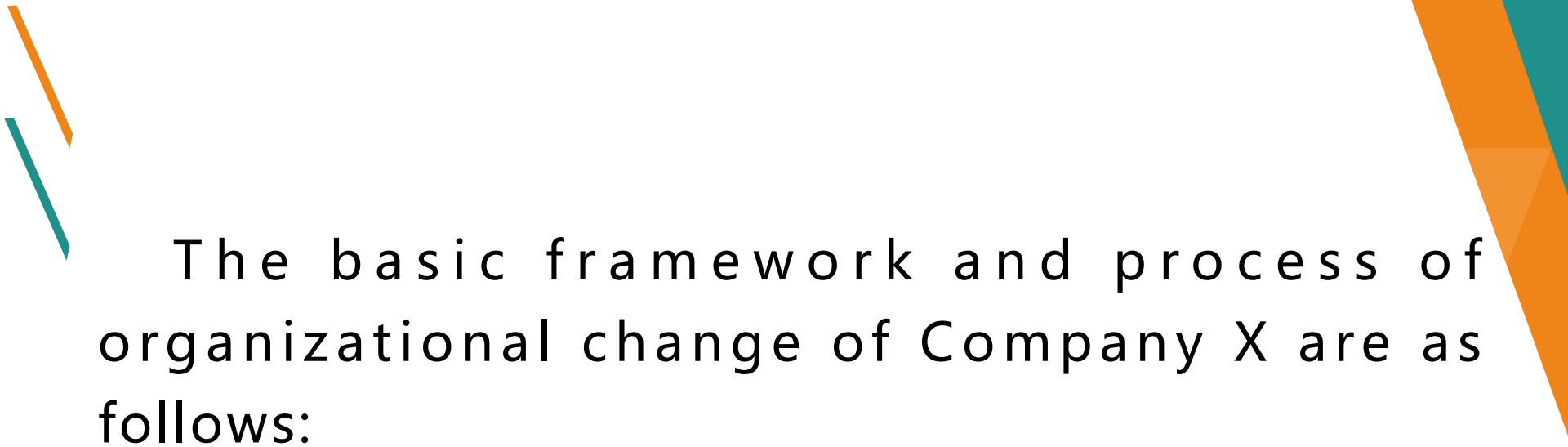
- (1) Organizational inertia will cause resistance to change.
 - (2) Small-scale changes in the organization will be affected by the large system.
 - (3) Power redistribution.
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2. Inspiration after Discussion:

1. Reflecting organizational change from a multidimensional perspective can improve the accuracy of predicting member behavior.
2. Members' attitudes towards change are different in the degree of universality of contradictions.
3. Members' attitudes towards organizational change will evolve over time, and good use will be conducive to successful change.

Basic Framework and Process of Organizational Change of Company X

Before any organization changes, it needs to have a well-thought-out plan and implement the change in a blueprint. To design a reliable change plan, the change leader must think about the design of the change plan in a dynamic context.



The basic framework and process of organizational change of Company X are as follows:

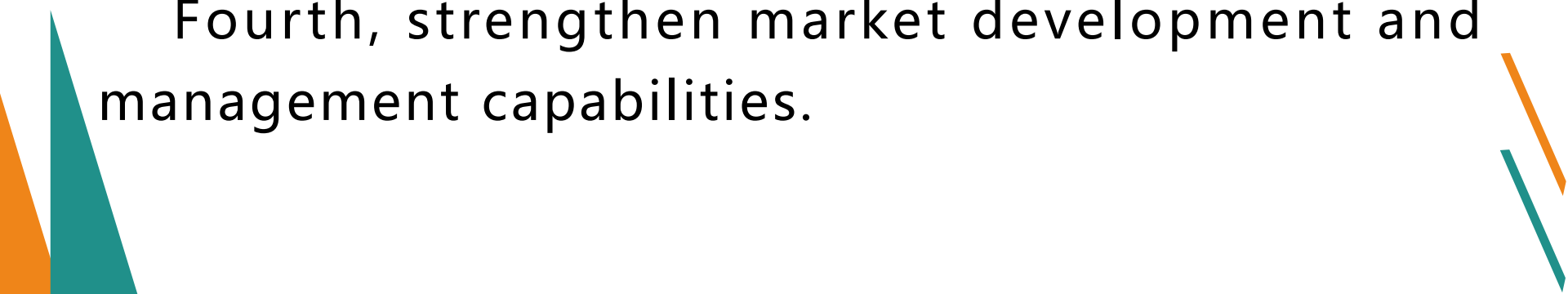
First, according to the modern enterprise management system, adopt the corporate governance structure and the general manager responsibility system under the leadership of the board of directors.





Second, in technology development, we should introduce strategic partners to absorb foreign advanced technologies and transform our core competitiveness.

Third, establish a complete organizational structure and efficient operation management system to reduce internal consumption caused by management process design or political factors of enterprise management.



Fourth, strengthen market development and management capabilities.

Implementation of Organizational Change Plan of Company X:

Establish a change leading group and plan the responsibilities of the North Gate. An organizational change leading group led by major shareholders and participated by other shareholders was established to take full responsibility for the specific implementation and leadership of the change, and rearranged the organizational structure, post setting, department power definition, personnel power and responsibility determination, human resources management system, information management system, etc. of the original X company.

Appointment of Personnel

- The success of company X's reform depends largely on how to establish a good human resource management mechanism for selecting, employing and educating people.
- Company X has taken diversion measures for members who cannot adapt to the changes and cannot continue to work under the new working conditions. Company X has also established a training system to update the knowledge system of employees based on the outdated professional knowledge of grass-roots employees.
- The reward and punishment system is the incentive and discipline guarantee for creating successful transformation. X Company improves the original reward and punishment system and increases the incentive for innovation and efficiency.

Develop a Time Schedule

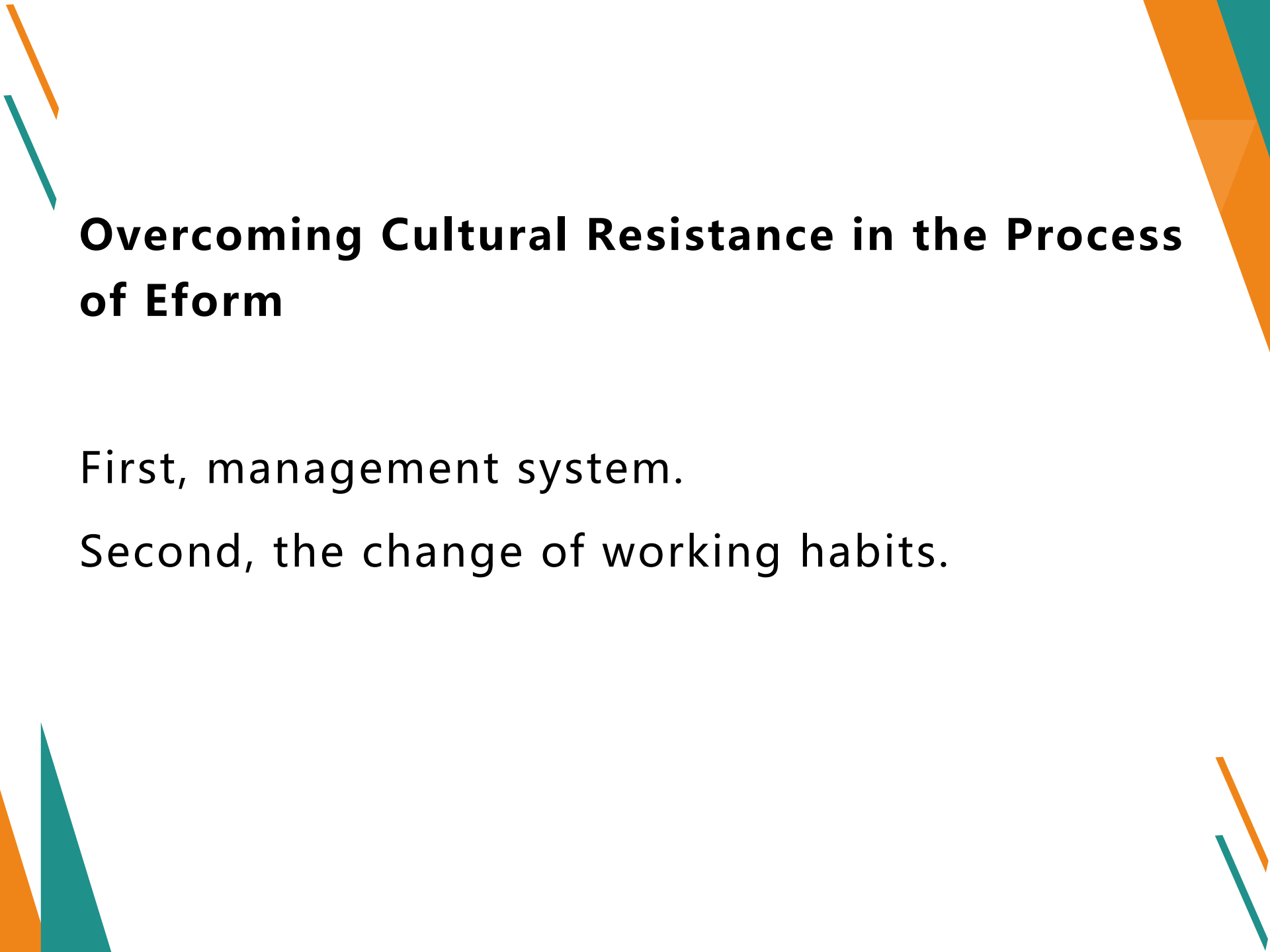
- For subordinate members, the time spent by leading members on a matter shows the importance of the matter. Therefore, it is necessary to specify a feasible time schedule and strictly manage the change during the implementation of organizational change.
- Company X manages the progress of change by specifying a schedule, and the leading group has specified important work nodes (meeting time, number, meeting level, important matter notification system, leader approval system, etc.).
- Company X can send a strong signal to all employees through such a time schedule: the leadership is seriously promoting change.

Play an Exemplary Role

- The power of role models is limitless. Company X has adopted the way of setting up role models and role models for the key institutional construction work of reform, and vigorously publicized success stories on the enterprise's internal network information platform.
- The enthusiasm of employees has generally risen, which has improved the recognition of reform.

Overcoming Resistance from Personnel in the Process of Change

- ① Senior Managers.
- ② Middle Managers.
- ③ the Grass-roots Staff.



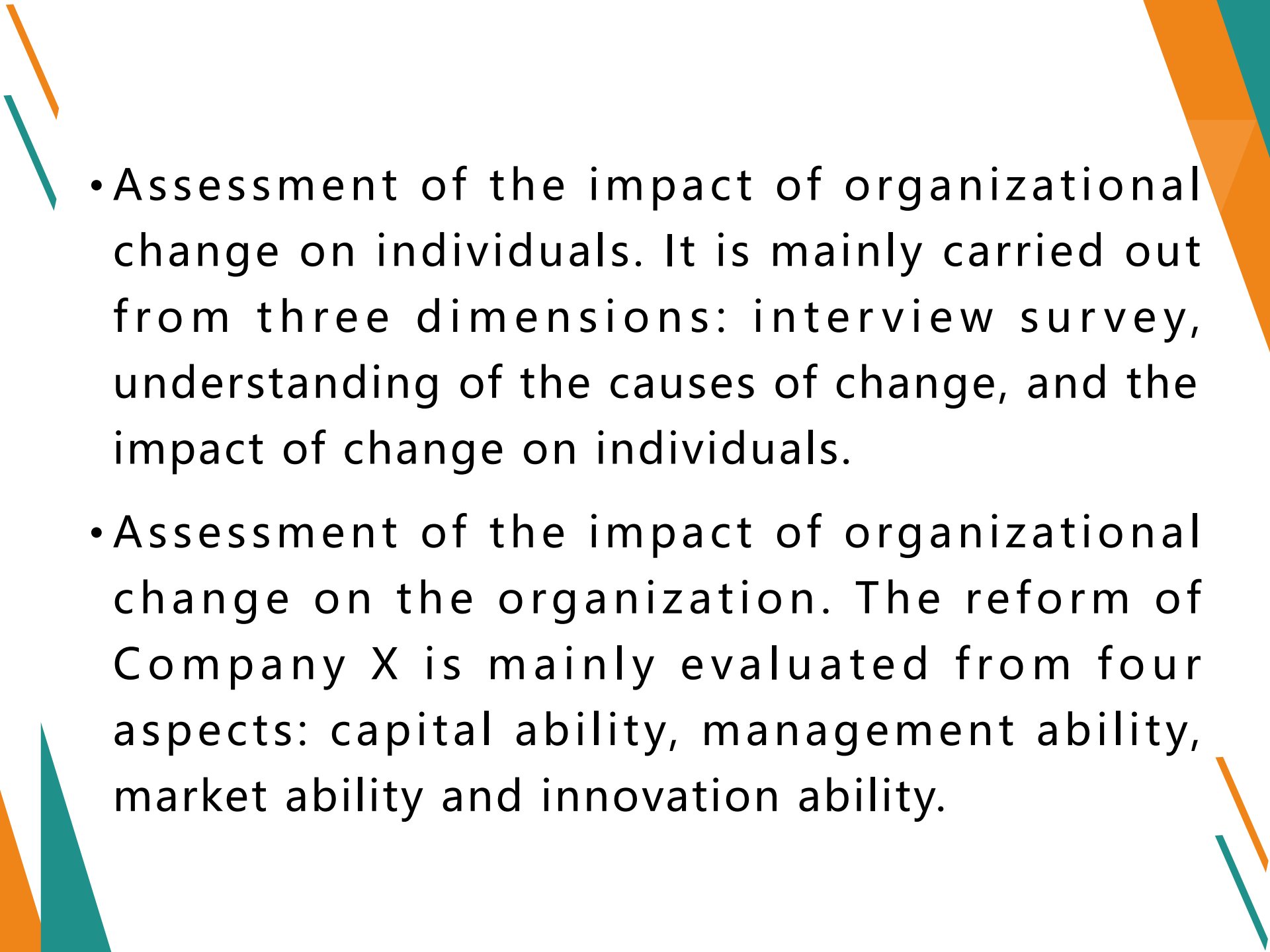
Overcoming Cultural Resistance in the Process of Eform

First, management system.

Second, the change of working habits.

Evaluation Results

- The implementation and evaluation of organizational change should be carried out in a dynamic context. Any organizational change has time limitations.
- When the internal and external environment changes, it is imperative to implement reform in order to ensure the healthy, orderly and sustainable development of the organization.
- Then, the results of the previous change need to be evaluated during the two changes.

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- Assessment of the impact of organizational change on individuals. It is mainly carried out from three dimensions: interview survey, understanding of the causes of change, and the impact of change on individuals.
 - Assessment of the impact of organizational change on the organization. The reform of Company X is mainly evaluated from four aspects: capital ability, management ability, market ability and innovation ability.

**Thanks for
Your Attention!**

