



Organizational Change Case Study

The Change of CL Company

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ORGANIZATIONAL CHANGE

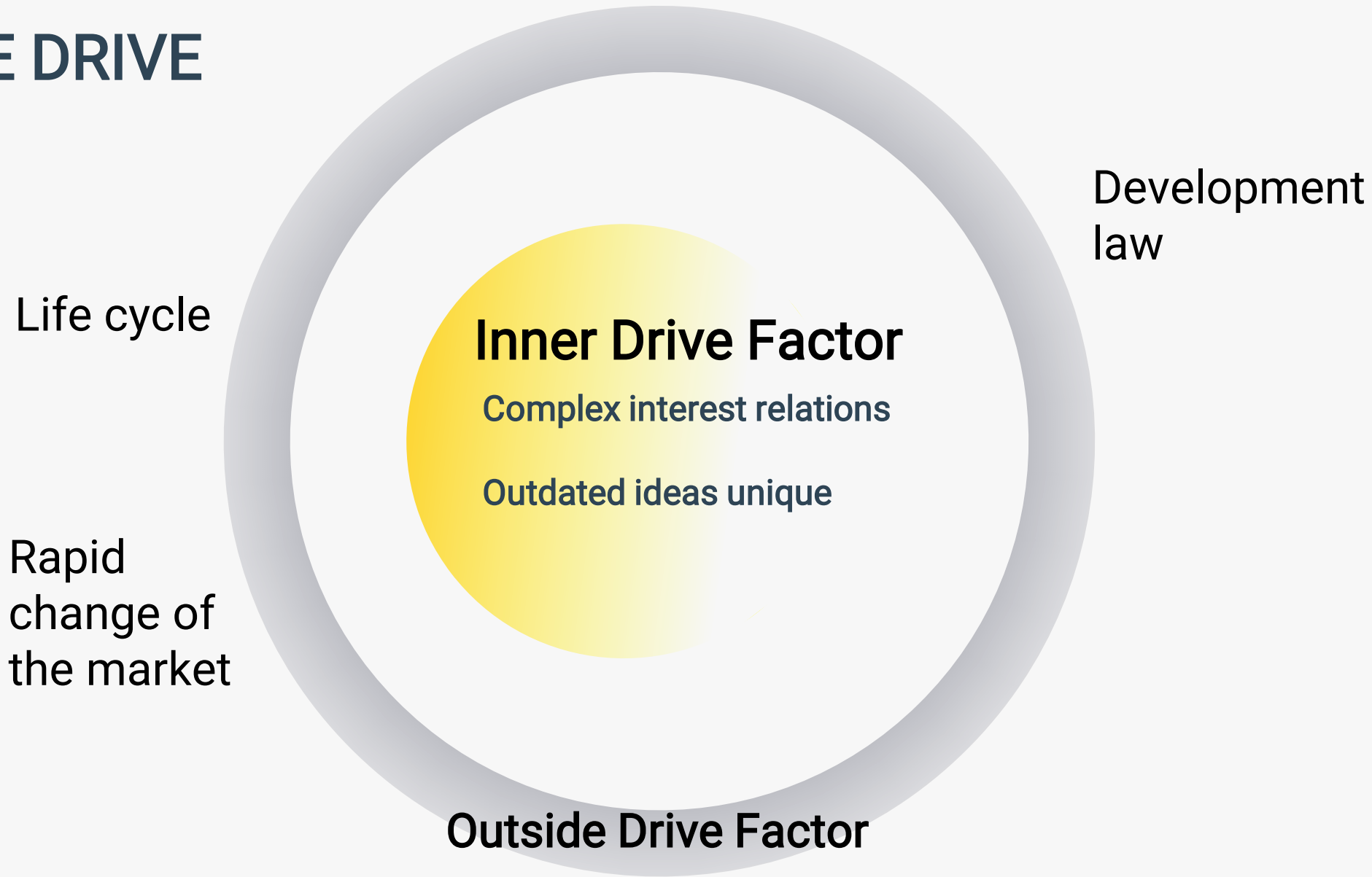
Organizational change is an active strategy in the face of increasingly fierce market competition. From the review and transformation of strategy, the re-evaluation and optimization of processes, to the optimization of organizational structure, the optimization of talent structure, and the upgrading of corporate culture, so as to improve the core competitiveness of enterprises.^[1] This is not only the need of the enterprise's own development, but also the only choice to better adapt to the changes in the market environment.



INTRODUCTION OF ORGANIZATION

After more than 60 years of development, CL has become a mature military enterprise. Over 50 years of development history, the company has formed a very reasonable management model, a corporate culture with its own characteristics and a staff team with high loyalty. In terms of organization and management, it also has complicated interest relations and outdated thinking concepts unique to state-owned enterprises. In order to enable the enterprise to successfully avoid the risk of enterprise decline, the senior management introduced the management consulting team and carried out the reform.[\[2\]](#)

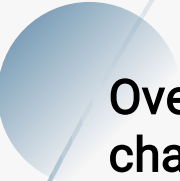
CHANGE DRIVE



CHANGE MODEL



Improve the management and control efficiency of enterprises and change the complicated approval procedures in the past. Update the design of organization authorization system, post analysis and design, assessment system, competency matching quality model, etc. This has posed a huge test to the previous assessment system.



Overall improvement of knowledge management, supply chain management, R&D management and other special capabilities. This needs to hire external experts for training and popularization.



Further use information technology to upgrade and control various management modules of the enterprise.

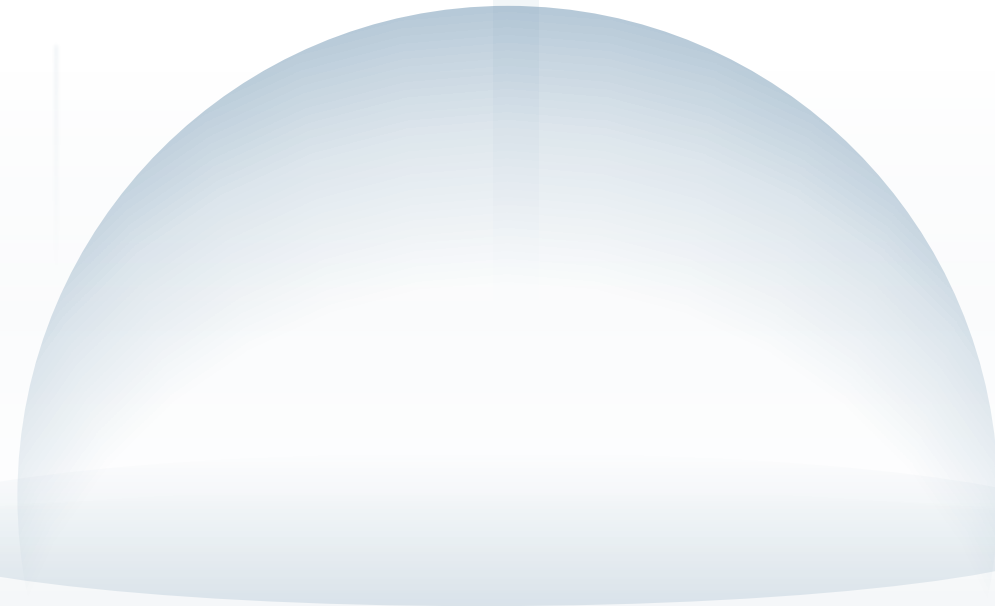
RESISTANCE TO CHANGE

Employees have become accustomed to the original management status, and when changes occur, they instinctively resist changes;

Many vested interests form invisible resistance to change

Because of the above reasons or some objective reasons, the senior leaders who initiated the change cannot continue to carry out the change.

It comes from the resistance of the top to change, which is likely to be dissolved halfway due to the existence of risks or touching the interests of the top



EFFECTIVE MEASURES



Use external knowledge and power to promote change^[3].



Strengthen cultural publicity and learning strategies.



Simplify the complexity, shorten the length, and establish short-term goals.



When the short-term goals are achieved, set higher goals and formulate a new round of reform plans based on the existing achievements.



Link improvement results with performance incentives

Experience Summary

Willingness

Enhance employees' determination and willingness to participate in change.[\[4\]](#)

Routine

The management has specially set up an operation management department responsible for organizing operation improvement, so as to make change management a routine work.[\[5\]](#)

Patience

The top management of enterprises should be patient, persistent and firmly believe in their own ideas

Reward

Reward employees who have effectively completed the short-term goals of change.[\[7\]](#)

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Thank you !