

Leading Organizational Change

What Is Organizational Change?

Change – from hiring or firing employees to amending a policy or procedure – occurs in every organization at some point. Regardless of the type of change, its risk and impact on those directly and indirectly affected can range from the subtle to the obvious.

At the lowest level, change is simple and problem free. Nevertheless, positive or negative, change can affect profit, productivity, and people in both the short term or the long term.

And when major change occurs, the impact of transformation on organizations can be powerful and may often create complex challenges. Especially in mergers, acquisitions, downsizing, or closings. That occurs when top management or venture capitalists frequently fail to grasp or analyze the enormous impact the change will have on the people involved. Needless to say, the consequences can be very costly – and sometimes unrecoverable – in time, money, human resources, or equipment.

Organizational downsizing is a classic example of change. Management looks at the situation and decides which departments and which people to terminate. Since it seems simple enough, management often just re-assigns the roles and responsibilities of the former employees to the remaining employees. In those situations, management remains unaware of the crucial impact of the terminations on the “surviving” employees. Unbeknownst to these top executives, many employees experience major concerns, such as guilt over having survived the downsizing, increased pressure to perform or be terminated, and ambiguity surrounding their new job responsibilities. At the same time, the remaining employees are unsure what steps they need to succeed; they lack clarity about reporting relationships and power, and are uncertain of budgetary implications in the new arrangement.

These are just a few outcomes that follow when organizational change has a negative impact. In addition, besides sometimes being ill conceived, all too often organizational change is improperly executed. The unexpected, paradoxical result is likely to reduce morale, employee satisfaction, and decrease profitability and productivity – exactly the *opposite* results intended as outcomes.

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What Are The Challenges of Leading Organizational Change?

We all know that it is human nature to resist change, particularly if it is perceived to affect our lives negatively. Change can present a risk and some level of threat, even if its purpose is positive.

One of the most difficult aspects of organizational change is obtaining the enrollment and trust of those affected directly and indirectly: the employees. For example, on many occasions, even with strong communication – via memos, intranet updates, company meetings, etc. – during the restructuring, the fears of employees are not completely eased. Simply stating a procedural change and the rationale for the change does not always provide an adequate basis to elicit employee trust and co-operation.

Effective leadership in organizational change is about guiding employees to accept and implement the change. It is up to the leaders to develop supportive structures to minimize the potential negative impact of change and to enroll employees in the mission of the change.

How Javitch Associates Helps Organizations Lead Change Successfully.

Backed with managerial expertise and more than 25 years of consulting and training experience, we work with large and small, for-profit and non-profit organizations to assist with strategic organizational change. Our consulting approach begins with senior management to work through and clearly define goals, strategies, and reasonable timelines for implementing change. Also, we work closely with a representative sample of individuals that the change would directly affect. We facilitate planning meetings, run focus groups, and develop structures for support. Our goal is to assess the organization's current state, the perception of the impact the change will have, and the systems to support a positive organizational change.

Benefits of Javitch Associates' Consulting Services For Organizational Change.

- 1. Organizational behavior expertise** -As organizational psychologists and managers, we have more than 25 years of experience that informs our work. We utilize field-proven strategies to help organizations develop and implement processes for smooth organizational change.
- 2. Organizational change strategies** -We provide practical, innovative solutions to lead organizational change. Our services begin with our assessment of the organization's unique needs and the impact of change on its operations and people. Combining this information with our management expertise, we identify common pitfalls organizations experience during change and create a strategy to prevent costly error .
- 3. Structured facilitation** -As professional facilitators, we guide and manage group organizational dynamics to ensure successful organizational change. Just as

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with a small group setting, we determine and assess organizational goals, guidelines, structures, and communication systems to facilitate an efficient process for change.

4. Objective insight -Often during times of organizational change, conflict arises, morale plummets, and personal agendas get in the way of progress. As consultants, we strip through organizational politics and ego-involvement to provide clarity to objectives and issues. Our management expertise is a foundation for understanding the effects of change on the workforce. And our facilitation expertise provides efficient guidance for implementation.

Would your organization benefit from an expert in organization change?

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