

Difficulties in Implementing Organizational Change

Student's Name

Institution

### Difficulties in achieving organizational culture change

An organization's culture is practically its core, determining all the underpinnings within and without the entity. Simply put, the culture intertwines with the organization to define its objectives as well as design, therefore, attempting to alter such an arrangement prompts for incorporating all tenets of the organization with dire consciousness. Again, given that an organization takes a multi-layered stance, every little change affects the entire system. By evolving over time, the identity of an organization rides on culture, which is highly dependent on its history and formation. Identifying the components of change that require an overt emphasis and how their definitions should be confined is the first considerable hurdle to effecting change. In this way, because the culture of an organization delivers a unique, intricate outlook and demeanor, it is difficult to alter in its entirety, as it is a large-scale undertaking that necessitates all organizational instruments for changing perception.

### **Barriers to Organizational Change**

#### **Cognitive Biases and Stereotypes**

Upon identifying the need for implementing change, for example, an SMS program, together with prioritizing the myriad elements, the firm faces challenges of accommodating the diverse groups. Cognitive biases among groups present a huge challenge as they may hold conflicting opinions. As Will (2015) contends, this comes to the fore as a stereotype tendency, which considerably limits the worldview of personnel within the organization and hampers the potential merits of change and groupthink empowerment.

#### **Homophily**

In an attempt to change the culture of an organization, social change becomes paramount and is likely to face a type of resistance called homophily, a situation where individual liaisons

are defined by similar opinions. Noumair (2016) writes that this tendency may prevail not only in the hiring processes, but also existing socialization individuals frameworks within the firm. Markedly, people with similar beliefs or backgrounds associate to form some kind of bonds, which result in potential locked factions. The shortcomings in correspondence with all the employees elicits speculation and anxiety in the workplace, particularly with a technological change such as implementing an SMS system. Employees are always yearning to know the dealings of their organization whether they coined in positive or negative news. Therefore, should the feeling of uncertainty creep in, then disruption results among employees, with a feeling that they are not party to the change decision. It is the duty of the top management to update their subordinates regularly regarding the plans and progress as far as change management is concerned. One of the strategies to erasing this barrier is convening meetings or brainstorming sessions during the planning phase. Managers, therefore, face the challenge of tackling this milestone through promotion, awareness, or smart delegation in a manner that does not compromise the interest of any groups.

### **Conflict and Interpersonal Miscommunication**

Another bottleneck to change is managing a diverse workforce, which calls for more than just appreciating the disparities in individuals. This compels managers to comprehend the cultural dispositions and norms of their subordinates, meticulously ensuring that they do not contravene those of the organization. In fact, it is a manager's responsibility to fix the existing cultural framework towards diversity and inclusion. In this mash-up, communication becomes paramount, as it comprises language and the cultural beacons of the interpersonal domain. Ensuring that the management has access to the requisite resources for localizing issues becomes a huge challenge, creating intricate misinterpretations and a jeopardized workforce efficiency.

**Role of Top Management, Middle Management, and Supervisors**

**Problem definition.** The key role of the management is problem definition, where they explicate the need for change to the subordinates, whether emanating from internal or external confines.

Following this, the top management will gather information in a bid to affirm an optimum resolution to the change process. Next, they must identify the stakeholders to establish their individual stakes in either status quo or the change itself, a move that defines the feasibility for change. According to Sherman, Rowley, and Armandi (2006), this process justifies the SMS solution that entails demonstrating the merits of the ending.

**Coalition building.** The top management must enlist the cooperative support of the employees along with the broader ramifications of the SMS implementation. They must involve the personnel with the biggest influence, energy, and momentum of realizing the undertaking. The first step of coalition building is to seek approval from supervisors, or even their displeasure so that the project can prevail with minimum top-down resistance. Upon gaining approval, the top management may opt to seek backing from the lower echelons, before involving executives or peers. As Tidd and Bessant (2016) assert, there could be horse trading at this stage where services, resources, and information are exchanged in light of support. In the end, managers ought to safeguard the coalition to enlist the support from executive managers, discussing specifics and revealing the coalition's team.

**Mobilization.** Equipped with a robust coalition and the requisite knowledge of the change in implementing the SMS system, the managers must maneuver in the execution phase, pushing the various personnel and resources to function in the mobilization of the formation. The responsibility of management is empowerment of team members to steer personal change whilst reinforcing unimpeded operation of the program. Handling resistance and blocking interference

will occupy much of the top management's time, even as they remain sensitive to ward off possible conflicts. Another component of this phase is striving for continuous motivation in an attempt to steer team members forward with devotion and enthusiasm. Should individual drive flag or wane, then this contagion is quickly transferred to other team members. Still, secondary design becomes of essence in which alterations to the old SMS framework in order to liven collateral demands that existed in the initial framework. Here, communication transcends the confines of an organization's team as they need to justify the need for change in the SMS systems even to the external entities. In effect, successes with the application should be relayed, and the project underpinnings shared with the entire organization, highlighting the merits and demerits of the process, and why it is prudent to proceed with the deployment.

### **Role of line employees**

The role of line employees in this change is entrenched in creativity and sense-making whereby they make conscious individual endeavors to embrace the proposed deployment of the SMS system. Oftentimes, employees opt for minimal engagement, advocating simplified solutions that may not be useful or novel in what is termed as habitual action. Therefore, individuals must engross in a full-fledged manner, utilizing all their capabilities to deliver creative outcomes with the exercise. In effect, this step gives employees the latent to coalesce organizational perspectives with the understanding on how to maneuver with the new system. With the focus on creating meanings and how to structure engagement and action with other employees, sense making becomes an integral component of the employee creativity process. Sense-making and creativity among line employees denotes a group-level process in which the complex attributes of the project meet the concerted involvement of a majority of the employees, instead of a minority (Fourth Biennial Global Accounting and Organizational Change

Conference, 2014). Once, harmony is realized among the line employees, they stand in a superior position to participate in system deployment in a uniform fashion. For instance, individual employees could fashion their views on the proposal and present to the group, learn a few insights in the process, work around issues in solitude, and eventually come back to the group for further deliberations on the viability of such a decision. In these settings, coordination and communication are tackled directly between employee factions, unearthing the various levels of ambiguity as well as inclusiveness at all organizational levels.

### **Conclusion**

In the face of executing change in an organization such as the implementation of an SMS program, there must be coordinated strategies to maintain equilibrium in the work structure irrespective of the foreseeable modifications. As noted, in order to stick to the core functions, the management of must devise ways of realigning their organizations to the resultant systemic situations. Even so, the management ought to incorporate people's aspirations, acknowledging that as much as employees may not affect the entire change, involving each of them will stamp an overall authority on why the change is rife. Overall, inclusiveness will be paramount to bring together all stakeholders and ensure an effective implementation of the program.

## References

- Fourth Biennial Global Accounting and Organizational Change Conference. (2014). *Journal of Accounting & Organizational Change*, 10(2).
- Noumair, D. (2016). *Research in organizational change and development* (1st ed). Emerald Group Publishing.
- Sherman, H., Rowley, D., & Armandi, B. (2006). *Strategic management* (1st ed.). Lanham, MD: University Press of America.
- Tidd, J., & Bessant, J. (2016). *Managing innovation* (1st ed.). Chichester, West Sussex: Wiley.
- Will, M. (2015). Successful organizational change through win-win. *Journal of Accounting & Organizational Change*, 11(2), 193-214.