

Change in an organization; Success Steps and approaches for a Company

Lawrence Lowell

Partner Academician - Online/Distance Learning, UNEM & IMA; Adjunct Professor, AZTECA
University European programmes; Part-time Lecturer, Valley View University-Kumasi, Ghana;
Course Facilitator/Examiner-Cambridge International College, UK. Management/Educational Consultant, Self-employed
Kumasi, Ghana

Copyright © 2015 ISSR Journals. This is an open access article distributed under the *Creative Commons Attribution License*, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

ABSTRACT: Change and decision making is a common term in organizations and businesses. Decisions are affective in placing the organization ahead of the pack and also enables it perform successfully. Change is inevitable in any field or process in life. We have to undergo changes but the question is; what significance does the change have on the overall performance of the organization? What are the requirements for the changes in terms of resources? Changes are made by managers to increase their performance in the market which increases their market share in their existing markets and exploit the emerging markets effectively.

KEYWORDS: Decision Making, Problem identification, Limitation factors, Development alternatives, Decision implementation.

1 INTRODUCTION

Change is a strategic decision that a company undertakes to overcome the challenges posed by the ever changing environment. The change made should be done appropriately as it has impacts on the whole business. Both the customers and employees of the company making the change will feel the effect of the change. The change should be fair both to the company and its customers. Change does not happen independently but instead it affects the whole system around it and all the people involved in one way or the other.

2 DECISION MAKING

Decision making process has steps that it must undergo for successful implementation and impact to the intended business operation. The stages include; identifying the problem, identifying the limiting factors, developing potential alternatives, analyzing the alternatives, selecting the best alternative, implementing the decision and establishing a control and evaluation system.

3 IDENTIFYING THE PROBLEM

At this step, they addressed the stakeholders' needs and wants, the project constraints, budgetary limits, time and the stakeholders' performance requirements. Client value system can be important during this step of identifying the problems affecting the company. The client value system assists in the identification of the issues and is also useful in finding solutions to the problem (John Kelly and Steven Male, 2003). The organization can analyze the returns it get from its operations, the cost incurred, the morale of the employees, the employees turnover, etc. to identify the problems.

4 IDENTIFYING LIMITING FACTORS

In order to reach the most effective decision, managers must have access to necessary resources such as information, time, personnel, equipment, etc. the limiting factors will help in formulating a solution to the problem that the organization faces. The limiting factors that led to the issues the company faces is also identified. For smooth running of any business there must be available resources to fund the operations the company undertakes. The manager and his group should utilize the available time, information, resources and time to arrive at a solution. Effective problem solving requires examination of the challenge and the solution should be sustainable.

5 DEVELOPING POTENTIAL ALTERNATIVES

Brainstorming has basis on the information gathered and the issues that identify during this phase. Brainstorming is considered the most effective method as it encompasses creativeness. Steve Male and his fellow authors describe brainstorming as the creative phase where the team formulates suggestion according to the functions identified earlier during the information phase. They further explain that the technique used during this phase should be consistent, and no variation should be allowed during the process. The function of this step, developing potential alternatives, is to analyze the validity of the alternatives in accordance to the customers and come up with a common idea on the modifications necessary for the hierarchy developed in the previous phase.

6 ANALYZING THE DEVELOPED ALTERNATIVES

The alternatives identified during the innovation phase were evaluated to determine their feasibility and then analyze the most appropriate alternative to looking for any further adjustments the alternative needed. Arithmetic weighting is the most effective method through which alternatives can be developed and help them through the decision-making. Arithmetic weighting was the best method through which they could have identified and help them through the decision-making. Arithmetic weighing involves giving scores to various operations an organization undertakes as well as the developed alternatives.

7 SELECTING THE BEST ALTERNATIVE

This step finalizes the solutions proposed and prepares a report on the solutions arrived at by the members who participated in the decision making process. It is where the outcome of a workshop process is identified and agreed upon by the participants. The summary should include the risks identified and the method of their mitigation. The improved alternatives/options of design and organizational structure of the subject company, effective client value system and action plan without forgetting the development of the implementation plan is provided (Jürgen Hesselbach&Christoph Herrmann, 2011).

8 IMPLEMENTING THE DECISION

The main objective of the implementation phase is to ensure that the plans are fully implemented during the development as well as during the operation when the construction is complete. The report that generate after the workshop considers as the integral part of driving towards a successful implementation of the proposals. According to Save International, assigning of tasks is essential for the plan, for the implementation of the proposals of the workshop. It also involves assigning of responsibilities to individuals to ensure that the proposed decisions are effectively implemented as agreed by all the members (Otto Max Schaefer, 2002). Establishing a control and evaluation system, the final step, ensure that the implemented decisions have a positive impact on the operations of the business. It measures the performance of the business after the implementation of the decisions to determine whether the decision was worth or not.

9 CONCLUSION

The workshop proposals should be in a position to improve the value of the components of the subject project or business within the financial constraints of the project. Decision making is all about value enhancement as well as cost reduction. Decision making is the endless process that business can undertake anytime during its lifetime. Decisions are made due to the ever changing business environment and the business has to find ways of overcoming this challenge. The developed and implemented alternative during the process of decision making should be able to provide a long lasting

solution to risk management and value management for the services and products that an organization provides its customers. Decision making involves various techniques that are tailored towards delivering the objectives of the subject organization. All the stages of Decision making are important as they equally contribute to the success of the process.

REFERENCES

- [1] Otto Max Schaefer (2002), Performance Measures in Value Management: A Model Based Approach to Explain the CVA and EVA Measures, Erich Schmidt Verlag GmbH & Co KG.
- [2] S. Male, J. Kelly, M. Gronqvist & D. Graham (2007), International Journal of Project Management, Managing Value as a Management Style for Projects, Elsevier.
- [3] S. Male, J. Kelly, M. Gronqvist & D. Graham, (2006), The Value Management Benchmark: Research Results of an International Benchmarking Study, Value Solutions Ltd.
- [4] S. T. Green & A. M. M Lui (2007), Theory and practice in value management, Taylor and Francis, 1-11.
- [5] Sham Dayal (2008), Earned Value Management Using Microsoft Office Project: A Guide for Managing Any Size Project Effectively, J. Ross Publishing.
- [6] Jürgen Hesselbach & Christoph Herrmann (2011), Functional Thinking for Value Creation: Proceedings of the 3rd CIRP International Conference on Industrial Product Service Systems, Technische Universität Braunschweig, Braunschweig, Germany, Springer Science & Business Media.