

Assessment 2: Refereed Article on Change Management (800 words- 40%)

Assignment Tasks (Article Critique)

1. Write a summary of the article by identifying and explaining the author's idea and perspective and the audience. Include direct quotes from the article to illustrate your points.
2. Select theories/concepts of leading and managing change that are applicable to the article with articulated critical understanding.
3. Make a critical review of the article. Evaluate the strengths and weaknesses of the opinions of the author and discuss both the positive and negative points based on your overall judgment.
4. Discuss your own point of view on how change can be implemented based on your evaluation. Relate your critical analysis to any of the theoretical models of change.
5. Conclude the key points and reasons identified during the critical evaluation.
6. Implement Harvard Style of Referencing from at least 15 references with year not older than 2006 from varied sources.

Instruction: Below is a refereed article with its corresponding link for you to do critical analysis and critiquing. To illustrate your point, bring in references to provide evidence in support of your critique.

SUCCESSFUL CHANGE MANAGEMENT INVOLVES THE EMPLOYEES Posted by Torben Rick on November 21, 2014 in Change Management



Organizational change initiatives fail at an alarming rate

The digitization spiral is driving tremendous changes in the ways businesses and other organizations operate. Many traditional organizations are beginning to accept, in theory at least, that they must either change or die.

Strategically managing organizational change is critical to implementing new programs and initiatives, and ultimately, to achieving an organization's success. Still,

organizational change initiatives fail at an alarming rate. This is because most initiatives fail to consider how changes affect the people in an organization.

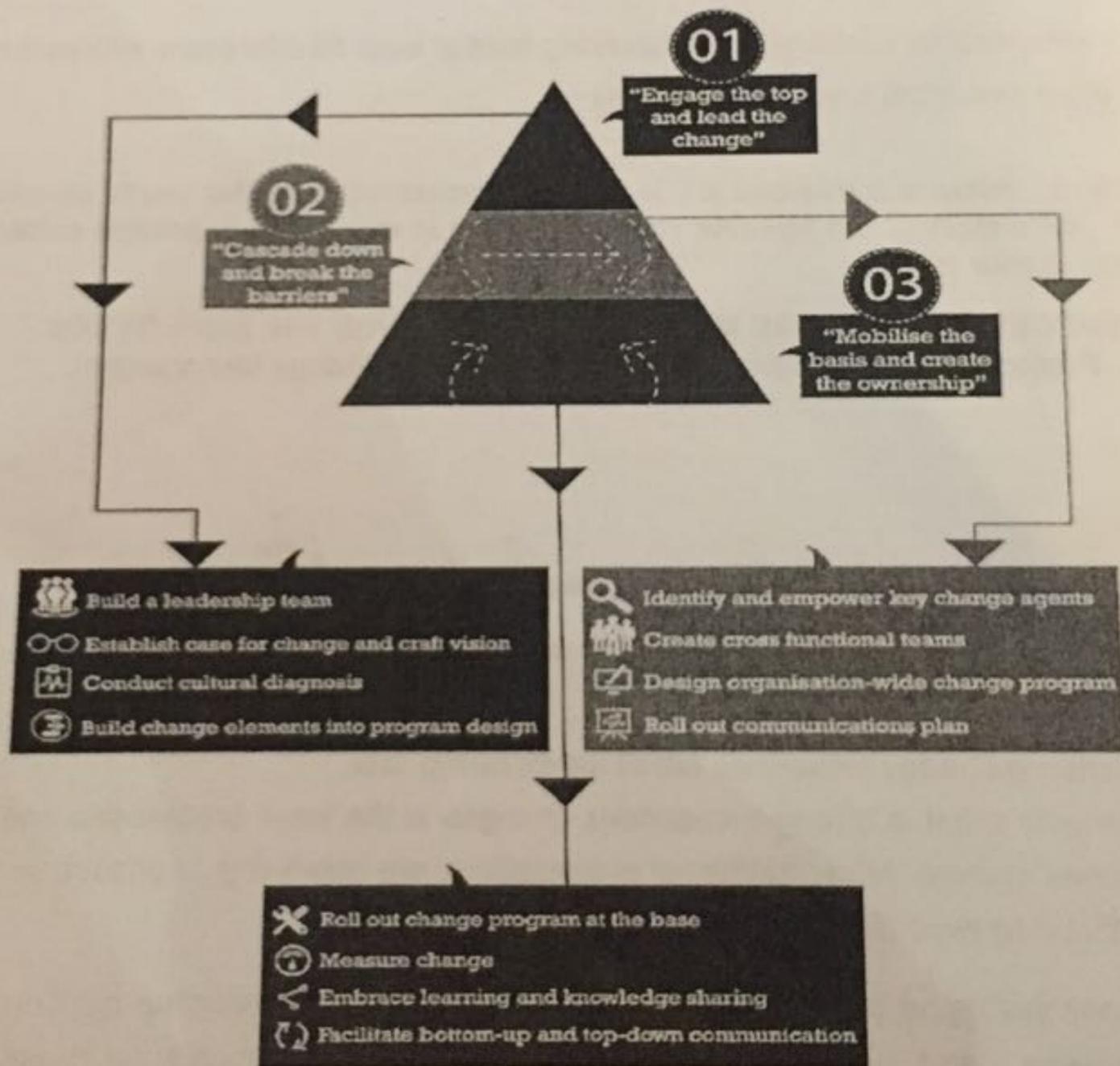
To successfully implement change initiatives, organizational leaders must identify the need for change and communicate it throughout the organization.

Engage people at all levels of the organization – Successful change management happens at the bottom

They must also engage people at all levels of the organization by involving them in the design of the implementation strategy.

Leaders must actively involve the people most affected by the change in its implementation. This will help ensure employees at all levels of the organization embrace the proposed changes.

Successful change management happens at the bottom



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Be wary of expressions like “mindset change” and “changing people’s mindsets”

Be wary of expressions like “mindset change”, and “changing people’s mindsets” or “changing attitudes”, because this language often indicates a tendency towards imposed or enforced change, and it implies strongly that the organization believes that its people currently have the “wrong” mindset, which is never, the case.

Successful change management – Don’t mandate change, ask the staff for input #changemanagement

If people are not approaching their tasks or the organization effectively, then the organization has the wrong mindset, not the people. Change such as new structures, policies, targets, acquisitions, disposals, etc., all create new systems and environments, which need to be explained to people as early as possible, so that people’s involvement in validating and refining the changes themselves can be obtained.

Whenever an organization imposes new things on people there will be difficulties. Participation, involvement and open, early, full communication are the important factors.

Tell a compelling change story

Management need to be able to tell a compelling change story that motivate employees. Before you get buy-in, people need to feel the problem. People aren’t going to consider anything until they are convinced there is a problem that truly needs to be addressed.



Workshops are very useful processes to develop collective understanding, approaches, policies, methods, systems, ideas, etc. Storytelling can be a powerful tool when you want to drive organizational change.

Staff surveys are a helpful way to repair damage and mistrust among staff – provided you allow people to complete them anonymously, and provided you publish and act on the findings.

Management training, empathy and facilitative capability are priority areas – managers are crucial to the change process – they must enable and facilitate, not merely convey and implement policy from above, which does not work.

Do it with the, not to them - #changemanagement #organizationalchange

You cannot impose change

You cannot impose change – people and teams need to be empowered to find their own solutions and responses, with facilitation and support from managers, and tolerance and compassion from the leaders and executives.

Management and leadership style and behaviour are more important than clever process and policy. Employees need to be able to trust the organization.

Short URL & title:

Successful change management involves the employees —
<http://www.torbenrick.eu/t/r/xcr>

Assignment Assessment Criteria

Criteria	Description	Weight (%)
1 Introduction	Brief Summary of the article Objective of the assessment	15
2 Content and Analysis	1. Select theories/concepts of leading and managing change applicable to the article with articulated critical understanding.	20
	2. Critically evaluate the strengths and weaknesses of the author's opinion and discuss the positive and negative points based on own overall judgment.	25
	3. Discuss own point of view based on self evaluation and relatedness of critical analysis to theoretical models of change.	20
3 Conclusion	Conclude the key points and reasons identified during the critical evaluation.	10
4 References	Implement Harvard Style of Referencing (minimum of 15 references with year not older than 2006 from varied sources).	10%
Total		100%

Marking Criteria
Managing and Leading Change
AY 2016 – 2017, First Semester
Article Critique 40%

Student's ID Number: _____

Criteria	Description	Weight (%)	First Marker	Second Marker	Agreed Mark
1 Introduction	Article was summarised concisely.	10			
	Key points in the assignment were identified in the objectives.	5			
2 Content and Analysis	1. Selection of theories/concepts of leading and managing change applicable to the article with articulated critical understanding.	20			
	2. Critical evaluation of the strengths and weaknesses of the author's opinion and discussion of both the positive and negative points based on own overall judgment.	25			
	3. Discussion of own point of view based on self evaluation and relatedness of critical analysis to theoretical models of change.	20			
3 Conclusion	Conclusion of the key points and reasons identified during the critical evaluation.	10			
4 References	Implementation of Harvard Referencing (minimum of 15 references with year not older than 2006 from varied sources)	10			
Total		100			

First Marker's Signature: _____

Second Marker's Signature: _____

**Outline for
Managing & Leading Change**

Short Assignment – Article Critiquing – 40%

(Write in an essay format. Word limit: 800 (minimum) to 880 (maximum) words.)

I. Introduction (100-120 words)

- 1.1 **Summary of the Article** (A brief profile of the article; a summary of the idea of the author about change and how change is implemented)
- 1.2 **Objectives of the Assignment** (refer to the tasks required for the article)

II. Content and Analysis (650 words)

- 2.1 **Theories/concepts of change that is applicable/related to the article.**
(support theories and analysis with proper relevant citations)
- 2.2 **Strength and Weaknesses of author's opinion.** (support analysis and evaluation with proper relevant citations)
- 2.3 **Positive and Negative Points of the author's opinion** (support analysis and evaluation with proper relevant citations)
- 2.4 **Own Point of View on Implementation of Change** (support own point of view with theory or concept of change with proper citation)

III. Conclusion (130 words)

- Conclusion should answer the objectives of the assignment.
- Emphasis/highlights of the findings in the content and analysis

IV. References (at least 15 references)

- Written on a separate sheet
- Correctly apply Harvard Style of Referencing
- Classify your references per:
 - a. Books
 - b. Journals
 - c. Articles
 - d. Thesis/dissertation
 - e. Online Sources)