[Kettyvison](https://nsu.instructure.com/courses/2359412/users/8659443)

I was in a low power position last March when my new boss ordered me to completely restructure the organization that I had been leading for over a year.  I attempted to change her mind but she made it clear that her decision was final and that this was a one-way conversation.  I proceeded to implement an extremely unpopular change that I fundamentally disagreed with.  I lost talent that voted with their feet.  Much of the remaining workforce is either angry or apathetic.

After taking this course, I realize that I should have dome many things differently.  First, I should have taken action to slow down the process.  This would have bought time for my boss to hear the concerns of the workforce and time for the workforce to understand why she was driving the change.  She believed that a new organizational structure would result in increased analytical production.  While you can order a knowledge worker to move desks and change titles, however, you cannot effectively order them to think greater thoughts and write them down faster – especially when they are disgruntled or disengaged.

I should have expressed concern about the initial workforce resistance and their relationships with the organization and each other.  Many had been working in the same teams for decades.    They needed time to go through the grieving process and come to acceptance for what they perceived as a loss.

I should still work with calm persistence and active engagement to see this change through in the most positive way possible.  All change comes with both risk and opportunity.  I have been working with my leaders to identify the opportunities that this change is revealing.

I was in a high power position in my last job, where I commanded an organization of almost two thousand scientists, engineers and analysts.  The temptations that come with being in a high power position were all present.  I could have used my position to set myself up for the next high power position.  I could have engaged in corrupt and self-enriching practices.  I could have allowed an inner circle to develop that only fed me the news I wanted to hear, and so on.

What I did instead was to use my inner circle to engage with the workforce across multiple levels.  My entire command team held sensing sessions, open door engagements and habitually ‘walked the floors’ to interact with as much of the workforce as possible and be available to hear their issues.  I had a team of special advisors that included lawyers, equal opportunity representatives, and ombudsmen that met with me regularly to ensure that my behavior was ethical and responsible, and that my leaders were adhering to the same standards.

I was fortunate that this organization had a culture of ethical and responsible behavior.  I believe that it would have been far more challenging to command an organization that had entrenched negative behaviors.  My command team was able to work together to demonstrate restraint in their actions and empowerment of those in lower power positions.  One individual would have had a hard time doing this.  It took a team for us to maintain this kind of positive organizational culture.