Assignment 2: Proposal for Organizational Learning Issues

Raekisha Masslieno

Dr. Annette West

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Proposal for Organizational Issues

Section 1: Project Summary

All organizations have a wide range of challenges that hinder an effective delivery of their objectives. In the organization transition management, specific issues have arisen which threaten the existential integrity of the firm. Firstly, all organizations have goals that determine the courses of their operations. However, among all the ranks of the employees in the organization, there are different understanding of the organizational goals. For example, the leading executives of the institution may have a clear sight of the destination while the junior employees may have hazy sight of the target or may not understand goals at all. As a result, these individuals will be operating like a rudderless ship, leading to their loss of focus and consequent poor productivity.

Secondly, all organizations have training systems whose primary role is to prepare employees for their tasks and enhance the achievement of the goals. However, in this case, it is apparent that the organization has a sophisticated training system that is not allowing the organization to achieve its human resource needs. In these circumstances, employees fail to realize the training objectives that the organization has set and that has a tremendous impact on the quality of production. Finally, lack of teamwork among the employees as well as failure to understand its importance and value presents an issue with regards to the best interests of the organization. For the organization to develop and serve the proper functions that it is set out to achieve, these issues must be addressed to set up the stage for a better and prosperous future.

The first recommendation for this organization is to enhance the understanding of the organizational goals of employees in all ranks. Most importantly, the junior employees must have a clear view of the direction that the organization is taking as well as the pre-determined destination. The best way to do this is to improve the communication standards among the leaders of the organization and the employees. When leaders create a communication barrier between them and the employees, a case characterized by one-way communication from the top to bottom and there is no provision for the other way around, the employees may fail to understand the goals of the institution. The second recommendation is for the firm to restructure its current training complex. The creation of an elaborate training regime is not the most appropriate approach to the training needs of the firm. It is essential to create simple, accurate and straightforward organizational learning approaches that will allow the firm to enhance the achievement of its human resource needs.

Finally, the presence of teamwork environment is necessary for the company as it approaches the future. In this new approach, all the employees will receive credit when there is an exemplary performance in the organization while all the employees will also take a share of blame when there are undesirable outcomes. Teamwork will not only allow employees of different strengths to put their efforts together but also encourage peer learning. That will be essential in allowing the groups to improve the performance of the organization.

**Section 2: Project Background**

**Disconnected Culture and Organizational Learning Issues**

Several issues contribute to the disconnection between culture and learning in the organization. An understanding from the three mystifications reveals that issues at hand are highly complex and do not arise from a single point. While appreciating this fact, what appears to be the most prominent contributor to this problem is the apparent split between visionaries and doubters. While most of the people agree on the need to have changed in the organization, there is a split as to whether this change is realizable. The visionaries believe change is inevitable and achievable. The doubters, on the other hand, view, change as a requirement but are skeptical about the achievability of the change. In the presence of this massive divide, it is practically impossible for the organization to work as a team towards the realization of the change that the organization needs. If these contradicting opinions persist, it would be difficult for the organization to realize the change effectively (Santos-Vijande, López-Sánchez & Trespalacios, 2012).

*Current OLM*

The current learning approach in the organization is the utilization of internally trained experts within the human resource systems. The organization has put in place systems where they prepare employees with specific skills to be trainers of fellow employees. One of the advantages of this approach is that it does not have additional cost burden on the organization. Besides, the approach appears to be attractive to an organization that wants to increase maintain its culture from one generation of employees another. Finally, the use of internally prepared trainers is useful since it helps to create an environment that will allow employees to derive the best from the training program. There is evidence to suggest that employees will get the best out of training programs when fellow employees offer them (Chen & Huang, 2009).

However, the most significant disadvantage of this approach is that it hinders the organization's needs to move away from one culture and adopt another. In the current practice, there is a desire to change the organizational culture. The current training approach is not likely to lead towards to the achievement of this goal, making it undesirable for the organization.

**SECTION 3: Project Goals and Methodology**

**A critique of the offline/external OLM**

To address the issues affecting the learning system of the organization, the offline/external OLM appears to be the most suitable approach. In making this choice, it is prudent to carry out an examination of the benefits and disadvantages and the possible adjustments to the implementation of the strategy. One of the most notable advantages of this approach is its utilization of highly qualified personnel. Due to the nature of the challenges that the organization faces, it is important to have individuals who have experts who will address the needs of the company. The second advantage is that the company will be able to have a full time and unrestricted access to the experts. The presence of the experts on the full-time basis will allow the organization to have adequate plans for its operations and benefit maximally from the group.

However, some issues arise from the application of this approach, which may, if not addressed, derail the achievement of the target of the organization. Firstly, the approach is expensive since the experts will require a lot of money to hire. At a time when costs of doing business have increased, and all organizations are looking out for cost reduction approaches, the organization may not be enthusiastic about this approach. However, an evaluation of the relationship between the costs and benefits will vindicate the organization for making this choice. The second challenge that this approach presents is the need to preserve some value of the organization. When the institution outsources experts, it is possible that the individuals will introduce values that are not in sync with organizational values. The ramifications of these variations may be catastrophic. It behooves the management to make sure that the individuals or organizations that they outsource for these services have similar values to the organization.

**The Hindrance to Effective Learning**

Effective learning is the aim of any learning process in any organization. However, in many cases organizations fail to achieve this aim because of a wide range of issues. In this organization, the primary issue that has prevented effective learning in the organization is the failure to tailor the learning process to the needs of the employees. While it is essential to align the training with the needs of the organization, it is equally necessary to make sure that the current training is in line with the organization. Now, the training has failed to consider the nature of the human resources, their challenges as well as the factors hindering their growth.

**Recommendation for Permanent Change**

The management of the organization should focus its priority on employees rather than the interests of the organization. Currently, the administration has provided focus on the benefits of the organization ahead of the interests of the employees. There is a need to change this approach. When the organization considers the interests of the employees and provides training services that will have attention on the employees, it would be possible to realize the objectives of the organization while at the same time addressing the needs of the human resources.

**Talent Management Strategies**

Talent management is not only profitable to the organization but also to the employees. There are several talent management strategies that organizations may use to get the best out of the employees. The first strategy provides freedom with a little control over the employees. The organization needs to make sure that its employees have adequate space to exercise their creative power. In this way, it would be possible to get the best out of the individuals. Some organizations opt to provide strict controls and guidelines to employees concerning the way they execute their responsibilities. Putting employees in situations where they work like robots is unlikely to help in deriving the best out of their talent (Bethke-Langenegger, Mahler & Staffelbach, 2011).

The second strategy is to create a competitive environment among the employees. Competition characterizes interaction among employees in any setting. There is always a desire by all employees to be considered the best in their undertakings. Proving a platform for the employees to compete and rewarding the best is a way of managing the talents of the employees. It allows the individual employees to work towards accomplishing their tasks with objectivity and in the long run get the best out of the programs.

**SECTION 4: Project Risk Management**

**High-Resistance Risks to This Transition**

The transition is a complicated process that any organization must make adequate plans for and execute meticulously. Resistance to transition is one of the factors that organization must consider when they are creating plans for the transition. The first high resistance risk that the organization must guard against is the employees' resistance to change. Many reasons motivate employees to resist change, one of them being the uncertainty of their future as well as the fear of the unknown (Bateh, Castaneda & Farah, 2013). When the organization is planning for transition, it must have in mind that there is a possibility of the employees rejecting change and in the long run compromising the realization of the needs of the organization. Reducing the impact of this reality will demand the management to assure the employees that their changes will not jeopardize their existence in the firm but enhance their performance.

The second high-risk to the transition is the existence of financial challenges. When organizations experience challenges in the management of their finances, it is inevitable that they would fail in some of their projects. In this transition, the organization will need a significant financial presence. Putting these finances in place before the implementation will be suitable for helping the organization to meet the needs of this project. Financial planning, including the creation of a comprehensive budget, would be the best way to plan for the financial needs of the project and in the end, avoid financial risks that may arise.

**After-Action Review (AAR)**

After Action Review processes are essential in the determination of the effectiveness of the transition. It provides an opportunity for the management of the organization to determine the next courses of action as may be suitable. The first approach to the after-action-review is to consider the impact of the transition on the efficiency and effectiveness of the employees. The change should reflect positively on the productivity of the organization. Secondly, it would be essential to consider the effect of the transition on the psychology of the employees, Are the individuals better prepared to work than before? Or are they discouraged? These essential elements will be at the center of the organization's training success assessment.

**Recommended Training Approach**

The need-based training approach should apply to the organization in the current circumstances. The organization needs to make sure that the training approach is tailored to the unique needs of an individual employee (Phillips, 2012). The rationale behind this choice is that employees have a different understanding of the operations; it becomes prudent to offer training that will supplement the knowledge base of the individuals.

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