Issues in Organizational Transition Management

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A company's success is hinged on significant and persistent change activities acquired through a learning process. For the change to be felt, the organizational management must undergo a paradigm shift in shaping a change culture from individualistic learning approach to a systematized approach. As the Vice president of Human resource, my role is to investigate the parts of the organizational learning used in solving the hindrances that limit continuous cultural transition in my company. The problems that prompt this company’s challenge in development can be viewed from different angles, which will be discussed further in this analysis. They include but not limited to a problem with goals interpretation, the complexity of the training, lack or insufficient understanding of the process and lack of teamwork. I will discuss these inherent challenges in trying to align them with the company’s culture based on three of the five organizational learning mystifications.

**Identification of The Problem**

In any given context, organizational learning is confronted with the danger of ambiguity in the definition. Simply put, corporate learning mechanisms integrate all the gradual processes that aim to equip members of the company with skills and knowledge needed to respond to the ever dynamic internal or external issues facing the company (Fernandez et al. 2012). In this company’s context, at least 48% of the employees are mature adults who are nearing retirement. This means the wisdom, experience and a strong sense of organizational culture is embedded in them. The rest of the employees are millennials who possess a room for growth, especially with the “Help me, teach me, show me, and entertain me approach.” Culture and organizational learning are two indivertible aspects; they have a direct influence on each other (Fernandez et al. 2012 pg. 32). My assessment of this company’s culture is informed from both positive and negative viewpoint. Though there are certain cultures worth celebrating, I think there is an underlying problem with employee motivation, customer care, and support system.

**Cultural Assessment and Organizational Mystifications**

In spite of the developing prevalence of learning mechanism, I have discovered some disconnect between the existing culture and organizational learning. The disconnect is in respect to:

1. Consistently Expanding Theoretical Disciplines

There exists a variety of interlinked disciplines in the organizational learning process. The challenge, and, therefore, the disconnect comes up with difficulty in synthesizing this learning to the pertinent issues of the company, such as lack of teamwork. Experts suggest that this is a learning area that is very hard to do (Loorbach & Wijsman, 2013).

1. Humanizing Organizational Learning (Anthropomorphism)

The assumption in this analogy connects individual employee learning capacity and that of the company. The cognitive aspect of learning in human can be scientifically proven from different theories such as Albert Bandura’s social learning. However, it is not clear how companies can learn, as an entity. The disconnect in this respect, especially in the processes part of OLM(s), is the fallacy of linking individuals with the company’s behavior. As argued by Dixon (2017), “Which percentage of organization members should be behaving this way, for example, to say that the organization acts on what it knows?”

1. A Split in The Field Amongst Visionaries and Doubters

Questions arise on whether organizations can learn. In this focus, what are the odds that this company can overhaul its current cultural biases and uphold to the new transition? The solution to this query lies deep in deconstructing the visionary’s ideology from the skeptic. For example, the company’s disconnect is confusion in goals and missions and, therefore, it is important to allow employees to expand their capacity so that they can come up with the outcomes that they truly desire (Argote, 2012). This can be achieved by nurturing new and extensive patterns of thinking, setting free collective aspiration, and allowing employees to continually learn how to learn together. Skeptics portend that this notion is informed from a utopian ideology whose main agenda is to exploit employees. (Santos-Vijande et al. 2012).

**Processes Mechanism**

In my way of thinking, the organizational learning transitions, through goals and visions that are explained concisely, must be able to define the processes that need to be utilized in the acquisition of knowledge, its dissemination and its applicability to the situation. There is a problem in the company with the complexity of the processes. For example, I have noticed there is a problem with employee’s training on the use of new software. From the observation, the process lacked intuition, and the employee found its overly complicated.

**Offline/External OLM(S)**

In the view of the above discussion, I think offline/external OLM(s) would be an appropriate choice in changing the erroneous organization learning mechanism inherent in my organizational context. The most viable reason for this is that experts usually offer this kind of training. These experts are always on a full-time training engagement; they possess advanced knowledge and skills required to operate incorporated units efficiently. As such, they serve as knowledge and information archives which can be transmitted and shared across the organizational departments and its members of the staff. Integrating this aspect of OLM guarantees excellent training for the team and will subsequently improve the learning procedures (Santos-Vijande et al. 2012).

**Norms and Organizational Culture Evaluation**

One of the current norms of the organization entail the emphasis on quantity instead of quality. For example, the top management are only concerned about the quantity that each employee produces instead of focusing on quality. This norm needs to change because if the organization continues doing this then many customers will be lost because of the substandard products that are manufactured. Paternalism is another norm which is part of the current organizational learning culture. For example, those vested with power in the organization, the management in this case, are always making all decisions that affect everyone in the firm. This norm needs to change because the organization is not moving forward.

To ensure that there is productive learning within the organization, the management must ensure that there is integrity and accountability. Integrity will ensure that the management will not fear to admit that they have made some errors in judgement. They will, therefore, involve employees in decision making to solve any problems that the company may be experiencing. Accountability would also ensure that everyone within the organization can accept responsibility for their action instead of shifting the blame to other employees.

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