**What features of a downturn can make managing organizational change more difficult?**

One of the most difficult aspects to managing organizational change when other changes are occurring is the unknown and loss of power. Managing change is difficult within itself, but it is even harder when there are factors outside of the manager’s control that are impacting the organization. Furthermore, “It is well recognized that one of the critical problems facing organizations is to be able to assess overall organizational performance in “real time” so that decisions can be made and actions taken to correct emerging problems” (Andriukaitiene, Chrep, Voronkova, Punchenko, & Kyvliuk, 2018, p. 3). The Council was not able to control the external factors that affected the organization and their employees, so it would have been difficult to pinpoint poor performance and get it corrected in a timely manner. There are almost always external factors that will make organizations respond in some sort of way. When it is forced and isn’t by choice, the organization loses its power and has to react quickly.

**What features of a downturn can make managing organizational change more straightforward?**

Downturns are able to provide information and realizations for managers that they may not have had before the big change. It allows them to recognize where they may have gone wrong and what they need to change in order to avoid it from happening again in the future. It was reported that an organization must understand the failure and be open about it for learning purposes, the individuals who report failures should be recognized, problems and mistakes must be acknowledged, participation must be encouraged, and individuals must be held accountable and aware of their actions (Palmer, Dunford, & Buchanan, 2016, p. 84). By doing so, the organization will be able to learn from the downturn and make the best of the situation. Instead of focusing on what went wrong, they can focus on what they can do to fix it and avoid it from happening again.

**Sunderland City Council introduced several changes to deal with the twin goals of maintaining services and reducing spending. What factors explain the success of their program?**

The City Council created an internal jobs market, the “Switch” unit, the retraining program, and the flexible working scheme. They experienced great success with their efforts as employees were able to take their career into their own hands while still having comfort that they had a job. Instead of instilling fear and worry in their employees, they instilled safety by ensuring their jobs were secure and provided multiple avenues for them to take. The City Council wanted their employees to know that they valued them and their hard work which is why they went out of their way to provide these services. Another factor that shows success is how popular the program was. Many employees took advantage of the program to grow professionally and start a business of their own.

**References:**

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