

Organizational Change case analysis scenario, worth fifteen (15) points: 2 pages minimum, double-spaced, 12-pt. font. Due 6/2.

Ok, here's the situation.

A leader (Business Manager) oversees a reception area as an integral part of his/her operations. In reviewing the client satisfaction surveys during the last year, the leader finds that earlier in the year the satisfaction levels were adequate, while later in the year, following a retirement of an informal receptionist leader, client satisfaction levels with the reception services plummeted significantly, and continue to suffer.

Due to the retirement of this strong-willed (a bit low on the Big 5-agreeableness/tact, and openness to experience/inquiry), long-term receptionist, a new receptionist was hired. The newly hired receptionist received a very thorough training that included some mentoring by the retiring receptionist.

The new person is viewed as having a very high *EI (EQ)*, and possessing excellent scores on the *Big 5* (including being open to inquiry, extraverted and intuitive-MBTI =ENFP). The timing of the new hire corresponded to the poor satisfaction levels. The other long-term receptionists are viewed as big time *I's, S's, and J's*, with too many single-loop tendencies, and a tendency to be very "closed to inquiry."

When the current team of receptionists reviewed the newly poor satisfaction surveys, the old guard receptionists immediately demanded more training for the new person, and blamed both her, and a perceived increased work-load (no evidence of this exists) and the resultant stress on the team as the "obvious causes" of the diminished client satisfaction. In addition, they (the old-guard) believe they are now short-staffed, because of their stress, and now want you to hire another receptionist, in addition to the new person you've just brought aboard. Of course the new hire is devastated, confused, and is considering resigning. To you, the old guard is sounding like a bunch of victims.

Perspective:

Knowing that the service delivery environment needs to *change*, this smart leader decided to first look at the situation using the *four frames*. Also, the leader, from a *team development perspective*, should integrate the possible impact of the introduction of the new receptionist into the team, as a part of the analysis. You, being that leader, believe in "*transformational leadership*."

Grading rubric:

Using both the *four frames*, and *Kotter's steps for managing change* as your outline, please:

1. Describe/analyze, via the *four frames*, what is probably going on relative to the organization/followers (minimum one page-7 points).
2. What would you like to do (use Kotter's steps 1-4), and how would you do it? (minimum one page- 8 points)

Feel free to discuss any theory or combination of theories (Big 5, Emotional Intelligence, power, politics, team development stages, victim theory, etc.) as an augmentation to the *four frames/Kotter*.