Reading Summary 3

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Part 1

Different organizational structures can be tailored to meet the needs of different companies. An organization's structure impacts "patterns of communication and levels of individual responsibility" (Griffin, Gully, & Phillips, 2017, p. 495). The division of labor into specialist or generalist positions impacts decision-making roles, collaboration and company flexibility. Spans of control align with the type of industry, company hierarchy and applicability of technological controls. A decentralized organization operates best in a predictable environment and a centralized organization operates best when the environment is complex and changing rapidly. Innovative companies benefit from a centralized and highly specialized structure with weak formality. Cost-driven companies benefit from a more balanced structure. Decentralized, organic companies foster an environment of learning. Dividing a larger organization into smaller groups can reduce the potential for conflict. An organization's structure enables it to cut costs and may also be imposed on its suppliers.

Leadership impacts the definition and incorporation of company cultural norms. The company founder exerts a beginning strong influence on both company structure and culture. Managers embody and reinforce company cultural norms and help employees successfully navigate organizational culture when culture diverts from employee values.

Organizational culture impacts employee actions. When corporate culture conflicts with company strategy, corporate culture is more influential. Different types of organizational cultures dictate how an organization views and manages conflict. A strong culture ties employees to higher shared values and company goals and norms which guide employee decisions in a less

formalized structure. In-depth employee training in company history and culture can build a strong connection between the employee and company.

Professionals must consider workers' emotional needs when instigating and navigating change. When seeking to influence others, emotional connection must preclude intellectual connection. During the change management process, leaders show consideration for employees' fear of uncertainty through open communication and empathy. Leaders can increase employees' desire for change by incorporating change on a small scale, such as with one department. As other departments observe the positive results, they will be more open to incorporating the same changes.

After training events or organizational changes, an organization should evaluate results. Results analysis is a critical and often forgotten part of change management. After-action reviews are an important training tool to evaluate incidents that also contribute to team integrity and trust. "Without reflection, tasks may be completed, but learning does not occur" (Griffin, Gully, & Phillips, 2017, p. 581).

Part 2

Employing the correct organization structure helps leaders reduce conflict within the company and improve efficiency. Employees have lower stress and better teamwork when communication and processes flow smoothly. A leader who is aware of different structures is more efficient in putting an applicable structure in place. Organizational structure also helps a leader comprehensively manage the scope of his responsibility.

Understanding company culture helps a manager guide his subordinates' actions and thought processes in line with company values and objectives. Labeling a company culture helps a manager put the culture outside of himself so that he can analyze how to work effectively

within it. Working with and not against the culture brings unity and understanding between all levels of the organization. Corporate training leaders who invest heavily in cultural training influence subordinates thinking during decision-making, interpersonal work relationships, and encourage employees' consideration of a long-term career with the company.

Leaders can use empathy and results analysis to effect positive outcomes during the change process. People do business with people that they like, know and trust. If subordinates feel heard, it fosters trust and likeability towards management. A manager's open communication during the change process will help soften the emotions fueled by uncertainty. Open communication builds trust and helps to negate employee suspicions. Leaders using results analysis can learn from past mistakes and save the company stress and mishaps during future change processes. Leaders who communicate results analysis information to subordinates can boost employee morale by showing them the results of their efforts and management's acknowledgement of how to handle changes better in the future.

Part 3

Subordinates expect leaders to consistently model and teach the cultural norms of the company. A subordinate should follow his manager's example as long as the manager is pursuing company values and goals. Management's responsibility to model new norms after a culture change is challenging. The Bible speaks to a teacher's higher level of accountability to follow his own teaching (James 3:1). Paul challenged the believers to follow his example as long as he followed Christ (1 Corinthians 11:1). Believers experience a drastic cultural change and are to consistently evidence the reality of their salvation (James 2:14-26). As a leader, I must model Christian integrity (Matthew 5:37) and promote company ideals to my team as long as the ideals do not conflict with Scripture (Acts 5:29).

"Value systems tend to be self-reinforcing" (Griffin, Gully & Phillips, 2017, p. 544). Continually practicing righteousness builds a believer's confidence in his salvation (1 Timothy 3:13). Believers encourage each other to live rightly through encouragement and accountability (Hebrews 3:13). If a believer continues in sin, other believers distance themselves from him in hopes that he will return to Christ (1 Corinthians 5:11, 2 Corinthians 2:7). Believers should surround themselves with others who will reinforce Christian principles (Hebrews 10:25). As a leader, I should surround myself with other company managers who model company values. As a Christian, my closest friends should be those who model and hold me accountable to following Christ (Proverbs 13:20).

References

Griffin, R.W., Gully, S.M., & Phillips, J.M. (2017). Organizational behavior: Managing people

and organizations (12th ed.). Mason, OH: South-Western College Publishing.