Week 7

Your Name (First M. Last)

School or Institution Name (University at Place or Town, State)

Taking a look at the given case study, I have been witnessed that Dr. Marsh being an experienced person wants to bring some changes in the organizational culture. For him, employees who are not part of the organization and work virtually for his company has become the real strength and reason for the success of his organization. He wanted to make some changes in the organizational environment as there is a loose structure for the contracted service professional who delivers the best quality work to our customers. Dr. Marsh though wanted to make some changes in the organizational structure but certain challenges are not letting him bring those changes.

First challenges that he faces is difficulty in the introduction of the culture of management. Studies have shown that employee engagement is a direct result of a strong company culture. Employee engagement depicts how a worker feels about their jobs. If a company would have a better culture, workers would understand more what is expected of them. One of the main issues for introducing the culture of engagement is that worker who is working virtually for Dr. Marsh are categorized as part-timers. Virtually working employees are from different countries, so they are not much aware of Dr. Marsh’s organization’s culture. Lack of virtual employee’s engagement influences the productivity as they are not sure what type of culture structure and environment a company has for which they are working. The second impact that could be seen is that they are not aware of their position and they considered them just part, rather they are the real backbone of the company as they deliver the work up to customer’s expectations (Longman,et,al,2018). Lack of cultural engagement results in the withdrawal of talented workers who used to work but as they have no direct engagement so they consider their work as a temporary job that they can quit any time, this cast negative impacts on the productivity of the company.

The second challenge that Dr. Marsh highlights is of creating an effective process of performance management. Performance management means a job is defined as needed. In this system, workers perform to the best of their abilities. In the virtual system, where employees are not in direct connect, judging abilities and assigning them tasks accordingly becomes difficult. This challenge also affects performance and productivity as the talent of some workers got wasted. The inability of creating an effective process of performance management also cast a negative impact of the organization managing particular tasks of employees could not be known without properly knowing the abilities of virtual workers.

The third challenge for Dr. Marsh is the difficulty in making good leadership structure for his certain circumstances. There is a need to make an appropriate platform but as the employees are mostly working virtually so designing a new structure is a little hard. Leadership structure allows the leader to make some strategies that would motivate the employees by guiding them about morale and goals of the company. This fact cannot be denied for building leadership structure, it is must to meet employees. Lack of required leadership structure influences the overall performance of the employees. Virtual workers, being the part-timers, does not consider this job as their career. Lack of this structure means that there is no way how the leader could educate virtual workers about the morale and goals of the company.

Considering the given case study and its circumstances, I would like to use the Transformational leadership style (Driskill,et,al,2018). This style is about exploring a culture that defines your company and then making changes for improving things in its favor. All the workers, whether they are full-timers or virtual, must to brought together so that their feedback could be taken. Bringing workers together gives the leader to know what are their goals and aspirations. A leader must design his/her organizational culture by taking in considering values and goals as it would be a positive organizational change. aligning both individual and organizational values improve the morale that would directly improve employee’s productivity. If Dr. Marsh considers his virtual employees are his strength then, he must try to arrange official get togethers where virtual workers would be invited too. It would give the virtual employees a feeling of belonging and association with the organization. So, I would choose the transformational leadership style for making the culture of my organization according to the values and goals of my employees.

Culture of an organization comprises of communication practices, attitudes, process, roles, and goals. For changing the culture of an organization, I would use the following step for changing the culture:

* Step:1

First of all, I would evaluate the current culture of my organization by considering the performance.

* Step:2

I would be clarifying the initial vision.

* Step: 3

I would clear the value system of my organization and expected behavior.

* Ste:4

Clarification of the strategy’s priority.

* Step:5

I would engage my team in defining more effective and smart goals.

* Step:6

Tracking and clarifying key measures.

* Step:7

Maintaining a management system that would take a look at priorities and goals.

* Step:8

Management of communication, routine and habits.

* Step:9

Motivating employees through all the process that would be used in my organization.

* Step:10

Developing business strategies that would be supportive of culture.

* Step: 11

Making sure the continuity of improvement activities.

Being the global change agent who could bring change in leadership structure, I would consider some changes that I would induce. I would take steps that would induce a positive global change. A decision-maker becomes a global change agent, as he/she could build and re-design leadership capacity. To play a significant role, I would infuse some positive social changes in my organizational culture as well as in my leadership style. Being the global change agent, I would take a look at my leadership style and would see where I need to make improvements that would make this society and organization better. For infusing positive social change, I would introduce the concept of traditional non-profits my organization. Considering the social need, I would promote the idea of providing services without making any profit. The second thing that I would introduce in my organizational culture would be the spirit of being the big donors. Like many other big organizations, despite sending an as social message, I would make a positive change in my leadership style (transformational leadership), I would not transform my organization’s culture by incorporating my and my employee’s values and goals. I would consider elements that would make positive social change in society. I would decide a percentage of the annual activities of my organizational that I would give donate for a social cause. Practically, promoting charity would also inspire other organizations as well to donate a part of their annual income. It would bring a positive social change on the global level (Carleton,et,al,2018). For infusing positive social change, I would make some changes in my leadership style. I am trying to learn that leadership is a social responsibility. I am trying to bring changes in my leadership style by making myself believe that leadership is not a position rather it should be utilized as the process that would bring positive social change in lives of employees and society. Community service is a powerful vehicle for leadership.

For ensuring the success of my leadership style (transformational leadership) I would like to induce some incremental steps. Incremental steps for my leadership style are listed below:

**Idealized influence**

It is just a wordy thing to say that transformational leaders could be taken as the role models, but the fact is, we also have to set examples that others could follow. Transformational leaders take risks and employ divergent thinking. They look at their behavior and love to be consistent in their behavior. Behavior that would be based on strong integrity and ethics.

**Inspirational motivation**

I would try to inspire my team into only by my words not through my actions and behavior. I would try my best to include y team when it is about making the plans. I would try to inform my team by clearly mentioning the expectations that the projects would demand.

**Intellectual stimulation**

I would like to engage my team while addressing the issues that would arise in my organization. according to me, the team could help me out for pointing out the problems that they would be facing that directly influences the efficiency of my organization. I believe that my team could see more critically than any other experts for identifying the issues, so they deserve the chance of suggesting me the solutions as well. It is one of the best incremental steps that would ensure the success of my transformational

**Individual consideration**

For me, only talking the suggestions from the team is not enough rather what matters more for me is that considering the individuality of each employee is equally important. I would give personal attention to each of my employee, so that I could help them in growing that would ultimately help my organization in growing.

All the above-mentioned steps could be looked upon as the universal solutions for coping and mitigating any challenge. The step of individual consideration would help in solving or mitigating the challenge of culture management as all the employees would be considered important by me so I would plan things as per the attitude of my employees, for letting them know, what are the beliefs, values, communication style, assumptions and ways of interaction in my company.

The second challenge (processes of performance management) would be mitigated or eliminated by taking in consideration the performance of each employee and letting them be the part of meetings where they would point problems and their solutions, through which I would judge their ability. It would help me in assigning a task that would be in accordance with their skills. The third challenge could be mitigating or reducing, Transformational model with the incremental steps would be the most appropriate leadership structure. In this structure of leadership, the leader gives the chance to the employees to show what factors and rules must be focused while making the culture of my organization.

Vision statement plays an important role for catching the attention of the customer. It informs about the organization’s short and long term aims and purpose of its being. It is about the future-oriented declaration in a narrower way. Few of the key concepts that I would include in the vision statement are social welfare, growth, creativity, innovation, product information, the betterment of society, and unification of goals of the organization. All these concepts are not only going to focus the organization's success in the market rather they would help society as well.

References

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