

Assignment

Organizational Change

Case Study: Fast Track Couriers Pvt. Ltd.

1. Analyse the Organizational Objectives to Identify the Change Requirements for Fast Track Couriers

1.1 Identify the requirements for change

Fast Track Couriers are in the need to bring some changes in their organizational structure as well as operations. These requirements for change are:

- It needs to build its market share so as to be the preferred choice as movers/courier company.
- It needs to change their delivery system so as to offer shorter delivery times to its customers.
- Slow distribution system causes late delivery to the customers which can be negative for the company, hence decrease their delivery system
- The lack of participation in training programs are required to be changed by building trust among employees as well as drivers and motivating them to work productively
- Productivity reporting shall be completed using PDA data
- Drivers are resistance to change which can negatively affect the company and thus should be explained about the change in detail by keeping in mind their requirements.

1.2 Link between changes identified and organizational strategic plan goals.

Change is inevitable. Every organization needs a change but it should be in accordance with the strategic goals of the company. The changes identified for Fast Track Couriers are linked to its strategic and operational goals. The strategic goals and its associated changes are:

- The company proposes to expand their business in the metropolitan area. This means they want to increase their share in small to medium delivery market by 7.5 %. This can be attained by efficient employment of workforce as well as technology.
- Employment of technology like GPS systems and PDA shall improve the distribution system
- Training programs given to employees and drivers regarding the change made in technology and organizational structure shall build their trust in the company and not been seen as a threat. However the changes made in the workforce shall be made keeping in mind the requirements of the workforce.

2. Review organization's current state to understand how current policies, practices and operations deliver against the organization's strategic goals.

The current organization state in terms of its practices, policies and operations have a major impact on the strategic goals of the company.

2.1 The impact of people

As we have seen in the scenario given, workforce majorly affects the organization's strategic goals. Unless the employees and drivers feel safe in the company or are motivated to work productively, they will not be able to achieve the desired results. The drivers feel that use of technology like PDA systems in the trucks means that the company doesn't trust them. This is the reason they don't indulge into any training programs organized by the company. The company also changed the policy of two drivers per truck to one driver per truck which adversely affected the working of the drivers.

2.2 Impact of processes

The distribution process of Fast Track Courier is slow because of which the company is not able to achieve shorter delivery times. Drivers are not willing to accept the PDA systems as well as the automatic lift gate which delay the delivery time due to man-handled loading and unloading services.

2.3 Impact of Technology

The workforce is resistant to adapt to the changes made in the technology like installing GPS systems and PDA devices. This resistance is because they feel that the company doesn't trust them and hence need to monitor their working because of which they are not willing to accept the technology which results in delay of customer's order.

2.4 Impact of Structure

The General Manager of the company is always on the road because of which he is not able to see the working condition of the company in real time and thus based on the reports sent by head office and drivers, he manages to build policies. No administration, no control over the workforce has led to lack of motivation in employees to work effectively.

3. Monitor external trends to identify events or trends which may impact the achievement of the organization's strategic plan goals

Two external trends that can affect the achievement of the strategic goals of the organization are:

- The competitors – If the competitors are using the advanced technology and are able to convince their employees that it is for the benefit of them, then Fast Track Couriers might lose onto their market share as the customers prefer fast delivery.
- Government policies – If the government changes the policies or transport industry or increase the road tax or toll tax then delivering of the orders can result into increased cost on the part of the company which will increase their service charges, hence making the competition even more severe.

4. Identify the Major Operational Change Requirements:

4.1 Identify changes due to performance gaps

Initially the company followed the policy of two drivers per truck but has now changed it to one driver per truck. This has resulted in resistance by the drivers as they were more comfortable in working in twos as they had company. Separating them though for the benefit of the company has resulted in uncalled strikes. The company decided to use one driver per truck and employ other drivers to drive the new truck they were going to purchase.

4.2 Identify changes due to business opportunities

Fast Track Couriers have a chance to build their market share in Sydney and increase it by 7.5 % which is why they have decided to expand by 8 trucks. This will help them reach out more customers.

4.3 Identify changes due to threats

Drivers working in the company were not willing to participate in the training programs for the understanding of the PDA devices which resulted in low performance. Also the drivers threatened to go on strike if the company follow the policy of one driver per truck. Because of this the company has to stick with two drivers per truck or else face an angry driver force.

5. Identify Specialists to be consulted to assist with identifying change needs

The specialists that are required to be consulted so as to assist with identifying the change needs are

- IT specialist – They will help in explaining the workforce to understand about the changed technology easily and make them learn to use it.
- HR Specialist – They will help in uniting the workforce in a way that they are motivated to perform better as well as accept the change
- Market Analyst – They will help in providing information about the market so that the company can accordingly make the changes to increase their market share.

6. Plan to Identify Who, When and How Stakeholder Managers will be engaged to review and prioritise the change requirements

- The General Manager shall be informed about all the changes needed in terms of technology, employees, processes and structure.
- The HR manager should be informed about the changes made in the workforce and shall make sure that the team works in unity and conformity.

Conclusion

Fast Track Courier Pyt Ltd. has undergone many organizational changes but has also faced resistance on the part of the employees. When changing the technology of the company

and including GPS systems and PDA devices to improve the working of the drivers and help them navigate easily through the route, the drivers felt hesitant as they thought that the company didn't trust them. Also removing their companion drivers and using automatic lift gate forced them to go on strike as they were happy working with companions. Expanding their fleet of trucks by 8 they are trying to capture the Sydney market and offer their customers shorter delivery times.