Memo

**To:** Human Resource Manager, Operational Manager, Production Manager and Marketing Manager, Financial Manager

**From:** Lucas Freudenburg

**Date:** 07/12/2012

**Re:** Change Initiative

**Message:**

Change Initiative for Reorganization

The continuous changing internal and external business environment is tended to initiate change on frequent basis. There are some external as well as internal factors due to which change is quite essential for surviving in this competitive business environment. The main reason of initiating change within the organization is to transform demand of consumers and their expectations from Pegasus (Pegasus, 2012). On the other hand, increasing importance of team-work and leadership in current business environment is also required a specific attention from the side of Pegasus, so that quality is not affected due to increase in number of students.

At the same time, the entry of new players within the educational industry is also forced to make significant changes in operational as well as in marketing department. In addition, there are some internal environmental factors that also forced to initiate change. The faculty as well as students at Pegasus both is belonged from different states as well as countries (Pegasus, 2012). It leads variation in their social and cultural environment that is responsible to create difference in motivational factors. The whole success is largely dependent on the enthusiastic nature of students towards learning as well as excellence of the staff. In order to sustain within the educational industry, it is required to motive staff as well as students’ for teaching and learning respectively with greater excellence. For motivating both, it is an important factors as per their cultural and social needs (Ryan, 2012).

The need of change initiative for reorganization is emerged due to change in external and internal environment of Pegasus. The creation of surviving ability within the organization to compete the competitors is the need of change. This need is fulfilled by determining a specific goal. The main goal of change initiative is to satisfy the changing demand of students by increasing the efficiency of staff at Pegasus. For achieving main goal, other goals such as motivating staff, encouraging students, marketing effectiveness etc. are required to fulfill on priority basis (Faris, 2011). This goal is required reorganization efforts from all the departments of Pegasus that is obtained through change initiative.

In order to achieve organizational goal, Apple also transformed the whole organization through change initiative. The steps that were used by Apple to reorganize the all departments, the same would be used at Pegasus. The ultimate goal of Apple was to provide a wide range of innovative products and to attract more consumers in comparison to competitors. For this purpose, it initiated change within all departments. Following steps could be used for initiating change in Pegasus to achieve the goals of reorganization:

*Communicating need and goals of reorganization*: The first step of change initiating is to communicate the needs as well as goals to the concern parties such as staff, head of departments etc. Theses above parties would play an important role to implement the other steps of change initiative and it is because their approval on goals of reorganization would be quite important. It motivates them to provide their own views in regard to the goals and strategies of reorganization that would be beneficial to increase the effectiveness of change initiatives (Canzer, 2006).

*Determine the best practices in respect to the all departments*: After receiving approval from concern parties, the head of departments would be asked to determine the practices that will create value for the organization. This step would be performed to find the practices that are not required any change. The conservation of such value creating practice would be helpful to ensure the maintenance of current effectiveness of Pegasus. It would also provide a clear picture about what is required to change on priority basis (Besanko, Dranove, Shanley & Schaefer, 2006). It may not only facilitate effective use of valuable resources such as time, efforts etc but may bring successful implementation of change initiatives accordingly.

*Assign Jobs as per the Goals of Reorganization:* The determination of department vise best practices would be helpful to indentify the areas that require changes at greater extent. As per the reorganization goals of Pegasus, the changes would take place almost in all departments. In order to address and satisfy the needs of existing as well as potential students, there are some changes required at Human resource department of Pegasus. The training programs would be conducted to provide an effective floor to improve the skills of staff (Langdon & Whiteside, 2004). It develops new roles and responsibilities within the organization for which a new employee would be appointed.

In addition, the varied courses would be also restructured and planned in such way that could be tailored as per the needs of different consumers. This would be decided by the varied departments of Pegasus such as financial, marketing and operational with the consideration of competitors’ cost and quality of available courses. This would be responsible to bring changes in marketing efforts. The marketing content would be also changed as per the changes in course availability and cost (Elam, Kelleher, Kiely & Prince, 2004). For fulfilling the demand of students, competent staff would be also appointed from the external environment.

*Provide a Role Model:* After assigning jobs as per the reorganizational goals, role model would be presented, so that effective implementation of assigned task would be ensured at Pegasus. The role model would be quite beneficial to provide an effective path to all departments of Pegasus through which they would be enabled to perform tasks in an effective manner (Faris, 2011).

*Evaluation of the whole reorganization process*: In this step, the change initiatives of all departments would be reviewed with the consideration of the goals of reorganization. This is the most important steps in whole process as through this, the effectiveness of change initiatives is determined. The performance of each department of Pegasus would be compared with expected outcome (Canzer, 2006). In case of any deviation, causes would be indentified, so that goals of reorganization could be realized by implementing additional change initiatives effectively.

 From the above steps, it is determined that for the effective implementation of reorganization process, the involvement of each department is quite essential. In order to encourage the participation of department heads, varied communication tools would be used at Pegasus. For facilitating clear and open communication with all department heads before, during, and after reorganization, meetings would be conducted on frequent basis. With the help of meetings, goals of change initiatives in concern of reorganization would be communicated, so that it could be made more effective (Ashton, 2002). It facilitates effective coordination and harmonization in the change efforts of each department that is helpful to achieve reorganization goals.

On the other hand, by presenting clear picture of roles and responsibilities, involvement of each department at Pegasus would be encouraged. It would provide a way through which employees could perform their role and responsibilities in most effective manner. The facility helps to reduce the stress of reorganization and to increase their involvement in this process accordingly. At the same time, by providing appropriate recognition to the change initiatives, the involvement of each department heads would be encouraged with this process (Aamodt, 2009).

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