



IJEAST

INTERNATIONAL JOURNAL
OF ENGINEERING APPLIED SCIENCE
AND TECHNOLOGY



VOLUME : 6 ISSUE : 8 Print / Issue Publication Date: 14-Mar-2022



ISSN : 2455-2143



DOI : 10.33564/IJEAST.2021.v06i08.004

Indexed In



WWW.IJEAST.COM

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MASSACHUSETTS DEPARTMENT OF CHILDREN AND FAMILIES CASE REVIEW UTILIZING JOHN KOTTER'S PROCESS FOR LEADING CHANGE

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Abstract— The Massachusetts Department of Children and Families is a state-run agency dedicated to protect children from various forms of child abuse and neglect. To ensure proper implementation of its work, the agency provides services and assistance to the families and provision of care where necessary. The overall vision of the Massachusetts DCF is to ensure that all children can grow up in a nurturing home, with no abuse or neglect present, along with access to food, shelter, clothing, health care, and education. It as well ensures the well-being of the children who live in Massachusetts. Various offices undertake the proper implementation of the agency's works, whereby Chelsea Harbor Massachusetts office is one of them. In line with the Harbor office's implementation of activities, there have been a number of challenges that have resulted in the office, but some of which result from employee retention and thus need attention to be given.

Keywords— Management Change, Management Challenges, DCF MA case review, Change work Culture

I. INTRODUCTION

The problem is employee retention at Massachusetts Department of Children and Families Organization, mainly at the Chelsea Harbor office. It can be noticed that the organization has several dedicated staff that are willing to take on their tasks as required. However, due to the employee retention problem, there has been a lack of support and leadership from the top most employees in the Harbor office, which have resulted in other issues like morale. Morale has also developed as an independent problem in the organization due to the unfair treatment of the employees. According to the correspondence issued on 2/03/2017 by SEIU LOCAL 509 union to the commissioner Linda Spears, there have been challenges like repeated "racism, managerial power struggles, favoritism, and lack of proper leadership." Over than 50% of the employees participated in the survey. "Ninety percent of respondents believes that morale is a problem at Harbor."

"Sadly 46% of respondents are currently considering leaving the Harbor office." As a result, the staff are seeking to attain new leaders at different offices of the organization since a number of the challenges experienced are due to employee retention. The problem was identified through conducting a survey which provided clear evidence that there were concerns of office morale and employee retention. The office conducted a morale survey, and various issues were detected through the survey, some of which included poor communication from the director. The director makes decisions based on "ethnicity and racial factors." The director creates up division among the various managers and staff; it can be noticed that these issues mainly resulted from the director and the poor implementation in management aspects. The problem harms the organization because there can be the poor implementation of the activities; it can be difficult to reach the target goal required from the employees since there can be a gap.

However, the problem can positively impact the organization in a way that the issues related to morale can be solved, and there can be an increase of morale to the employees. It can be noted that the retention of a positive and motivated employee is an essential aspect of the organization because it ensures success once morale is increased. It is because employees tend to enjoy what they do and the atmosphere in which they operate from hence the desire to remain employed with the organization for a long period. The problem can also make a significant difference to the organization in a way that effective employee retention can save the organization from productivity losses. It can be noted that high retention workplaces tend to employ more engaged workers who have a great influence on the organization's work. They help to improve the client relationships, which makes the organization's work productive. Therefore, it can be noted that the failure of employee retention to the organization can also result in various impacts. It is because employee retention is a severe aspect in extensive of the health of an organization; if the organization fails to keep its talented employees, there can be a reflection of negative impact on customer contentment, impact on advancement, and affect its productivity.



Sense of Urgency

Step 1: It is important to establish a sense of urgency by building up a culture of urgency before it's required. It will help to implement it without stressing the team. The culture built could be in line with the problem that is being mentioned and thus enable me to ensure leadership development and the culture-building consultancy in line with the organization's requirements. It could help develop an awareness and sensitivity for identifying potential solutions. It can be noted that creating an environment with a healthy level of urgency can help the employees to be able to anticipate and find out the issues as early as possible and lookout for ways of transformation or ways of coping up with the ongoing situation (Overby, 2019).

Regarding the problem, establishing a sense of urgency can be by educating each and every employee on the rationale for the urgency. It could enable them to understand why the urgency is required and the outcomes that need to be achieved by implementing the urgency. It is critical to ensure that the urgency being established is in line with the vision and benefits of the organization, which could help the employees to realize change and the related impacts on the organization (Overby, 2019).

Creating Guiding

Step 2: The vision is to develop effective strategies that could help the employees realize the impact of employee retention. The outcome is to develop employee retention strategies that could enable the company to keep employees with the best talent to avoid issues resulting from the problem. The selection of the people who will lead in implementing the vision will depend on a number of requirements. There will be a consideration of the people who are knowledgeable about the organization's various processes, including why retention is being practiced by the organization (Tobak, 2015).

It will help them to clearly align the different factors to ensure that the vision is fully achieved without affecting any others' desires. Several steps would be involved in selecting people who will lead the implementation of the vision, and some of them include; the following are the steps that can be required to achieve the vision.

Identifying specific goals is one of the steps. It will enable us to move boldly to achieving the biggest goal; the goals identified have to connect to the overall vision, and a target date for each should be set. It will enable work to move on smoothly while achieving the required goals according to the vision (Tobak, 2015).

Keeping the organization's name and accomplishments is another step that can help to achieve the vision. It is because it enables one to act as the first fan of the vision to be accomplished and thus becomes able to put in more efforts so as to ensure the vision is successful. It can be done by ensuring humility which can enable the company to gain recognition and credit hence being able to achieve the vision (Tobak, 2015).

Networking with big players is another significant step in achieving a vision. It can help the organization to associate directly with the required stakeholders who can help influence a number of factors towards achieving the required vision. It as well is through making the organization valuable as well as leveraging the characteristics that make the activities of the organization unique. It is important because the organization can be able to control many aspects that come about (Goggin, 2020).

Being consistent and establishing a community can enable the organization to achieve its vision. In regard to the problem that the organization is facing, it can be easy to share information that is necessary through the community that is built and allow other employees to understand why they're the company practices retention and hence fail to perceive it as a problem. Being consistent could allow the organization to make a plan and stick to it, which is in line with solving the problem as well as identifying the related risks in the process. It is important because it creates commitment and builds connections and relationships with other people (Goggin., 2020).

Higher management could be the best to take the lead in the implementation of the vision. The members were selected because several efforts were made to communicate to them about the issue, and thus they are well informed about it, and some interventions were involved though the problem was not fully accomplished. It can therefore be noted that involving them could help them to gain an understanding of why the problem is in existence and help to provide a way forward on how it could be handled since enough information was provided to them in line with the issue (Goggin, 2020).

Vision and Desired outcome

Step 3: A strategic vision was developed by the team, and a number of processes were considered to ensure that the vision was successfully developed. The establishment of a tangible goal is one of the processes that were considered by the team so as to develop a strategic vision. It is because the set goals were clear enough and enabled everyone involved in the process to be able to understand what is worked upon and the achievement being targeted at. It as well helped to avoid any misunderstandings that could have come up in trying to pursue the vision.

Being realistic is another aspect that was considered by the team so as to ensure the success of the vision. It could help the desired goal to be achieved since a number of efforts could be applied to focus on the information that is provided. It is, therefore, necessary to have the strategic vision ambitious and realistic (Goggin, 2020).

The strategic vision was developed through communication and transparency. It can be noticed that the process involved openness and honesty. It helped to avoid preconceived notions, personal agendas, and other aspects that could avoid better progress in line with trying to solve the problem. It, therefore, helped the team to come up with an



overall vision and strategy for the organization to be able to avoid any related issues that were coming up because of the problem. Communication is also another aspect that was put into consideration; it is because it enabled the team to gain enough information and was able to restructure and align with the current state of the organization so as to ensure the goal and vision are achieved (Patterson, 2020).

Organization's Vision

Step 4: The team was focused on guiding and inspiring the workforce. It was an important aspect because much of the complaints about the problem were resulting from the employees. Therefore the guidance provided was important to ensure the vision was achieved. It can be noted that a vision has a great influence on the overall decision-making processes among employees and also helps leaders to devise specific actions that could help to reach the desired outcome.

Barriers to Success

Step 5: One of the barriers to ensuring the end of retention at the organization is that the real causes of turnover are not identified. It is because the organization is focusing on the traditional ways to identify the causes of the turnover. As a result, the exact causes have not been identified, which has affected the overall process of trying to come up with the desired outcome. It can as well be noted that the data that is collected is as well not being consistently applied so as to prevent further problems. It is therefore important for the team to involve surveys among the current employees so as to get the data that can help to determine specific actions that can help achieve the goal (Hasan, 2017).

Lack of proof that shows the exact employees who are a flight risk. It can be noted that there is a need to have equality in trying to solve the problem. However, it can only be emphasized through having real proof about the organization as well as the target employees in the problem, which has not been done. It has therefore acted as a barrier since the team cannot find it easy to identify the kind of high-value employees and the kind of employees who are most likely to quit so as to handle the issue of retention. It can therefore be noted that the team has not been allowed to focus on the retention efforts so as to attain sufficient time that can help mitigate the issue.

The retention data that is being provided to the team is historical. It has therefore acted as a barrier to successfully implementing and achieving the desired outcome. The team, therefore, needs forward-looking predictive metrics that can help it to attain the current data, which can help to handle the problem (Hasan, 2017).

Lack of an employee engagement strategy is also a barrier to achieving the desired outcome. It can be noted that there is no solid strategy provided in line with employee engagement and thus leaves the team with no direction to undertake in regard to solving the issue. It is a great barrier because no prior evidence is provided to support the issue.

Capacity-building among the employees is one of the trainings that can help to address the barriers. It is because the employees can therefore be aware of how different systems operate, and in case one is to forward an issue for a particular action to be taken, there is always a need to attach all the necessary evidence so as to enable the team to work on the issue to be able to solve the issue without any obstacles (Hasan, 2017).

Their only risk that contributes to the barriers is that there was no prior evidence provided, which made the team not have enough information that could enable it to achieve its desired outcome in the overall process. It can therefore be noted that the problem was reported though no supporting evidence was provided to enable the team to effectively handle the issue, which then resulted in a barrier (Hasan, 2017).

The barriers can be removed by putting into consideration a number of aspects. In line with the real causes of the turnover not being identified, the team can come up with a superior approach that involves the post-exit interview. It can help to identify the causes of the problem. Surveys of the current employees could as well be involved so as to enable the team to identify the key employee motivators as well as frustrates. It could help the team to get the necessary data and thus be able to avoid the barrier that could hinder it from determining the specific actions that could best mitigate the problem (Dimoff, 2021).

In regard to the barrier of lack of proof, the team can first conduct a new program in line with the program before conducting the implementation of the pilot program. It could help to gather results as well as the required data and be able to conduct a formal process for the post rollout assessment, which could help to determine new strategies in line with overcoming the problem.

In line with the failure to have a process for identifying which employees are a flight risk, the team can be able to overcome the barrier and continue with its desired outcome. It can be done by developing a predictive method that uses both the internal and external factors related to the organization. It could help to conduct a thorough assessment of the key employees involved in the problem hence enabling the team to come up with the best practices for handling the issue (Dimoff, 2021).

On the barrier of the retention metric having a historical view, the team can be able to come up with other predictive metrics. They could be developed by identifying the employees that are most likely to quit the organization in the future, as well as the major causes of the problem. The team could therefore be able to do away with the barrier and be able to achieve its desired outcome.

Recommendations: Short term

Step 6: It is recommended that the team use the focus group discussions with the employees. It could help to gain enough information that rotates around the issue that is being mentioned. It can be noted that the best way to put a stop to a



rash of turnover is through scheduling focused group meetings by the concerned. It could help to bring out all the personnel changes as well as helping to rebuild trust. The members can be able to open up and thus help the managers of the organization to agree and solve the issue without hurting any staff.

The involvement of skip-level interviews is another recommendation. It is a short-term recommendation but important for an organization. They are informing of one on one meetings between the senior leaders and the employees. It could help to have proper planning that could inform the growth and development of the strategy involved.

Making immediate and public changes is another short-term recommendation. It is important because it can help to cool down the situation and help to avoid negative perceptions from the society where the organization is operating. The management can as well be able to discover where a gap is, and once it is discovered, it helps to contribute to the organization's turnover and hence enables to act strategically and quickly while making a better impression on the employees.

Recommendations: Long term and sustainability

Step 7: Success via change can be sustained through the long term and sustainability aspects in a way that it creates up the gap to attain feedback from the employees and makes the organization make it a primary focus. It can be noted that it helps the organization to fix up various issues in the required period of time and as well attain a way of finding out whether the employees are contented or not with the ongoing system (Miller, 2016).

Success can as well be sustained by providing gaps to examine the company's culture. It can be noted that a failing company culture provides an incentive for moving forward. In case the company realizes that it is moving off track with its culture, then room for adjustments is made and thus enables it to keep on the track of success. As a result, the company can as well be able to make changes and share them through long-term sustainability. The company becomes able to find problems and develop solutions to fixing them while enabling the employees to realize their efforts. It is important because it creates room for openness and honesty to both the leaders and the employees hence creating up a gap in fixing problems (Miller, 2016).

Institute Change

Step 8: Sustaining changes can be ensured through the constant engagement of the employees in the ongoing situation. It could help the leaders of the organization to be able to understand the ongoing situation and the progress that is being made so as to ensure any existing challenges are solved.

It is important to use proper documentation, data collection and proper analytic tool so as to measure the ongoing successes. It is because the tool can help to easily

track all the necessary changes involved as well as the different stakeholders who were involved in trying to ensure that the changes were successfully implemented. The tool could as well help to identify in case there are any other weaknesses or any sectors that still need the addressed, and if yes, then a clear way forward could be stated so as to enable the organization to have all its problems in regard to retention of employees settled (Miller, 2016).

In regard to other companies, a lesson learned is that there is a need to ensure employee engagement on the different aspects that are taking place in the running of the company. It is important because it helps to create a good relationship between the leaders and the employees and thus helps to solve the issues affecting the organization at the organization level without involving other stakeholders before the organization does its best. It can be noticed from the case study that the issue of the organization was addressed to other stakeholders instead of having it solved at the management level.

According to McKisey (2002), that effective change management happens when different levels of managements and employees are involved with clear expectations and clear reasons for change. The culture change often perceived by the "mid level" rather than top management (Smith 2003.) Change management is not a matter of knowing, understanding and providing solutions. As it is about 33% of the efforts of organizational change found success. That means only about one third of all the efforts found success by the sponsors (Smith, 2002.)

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