Ajax Minerals and Perrier

[Writer's Name]

[University's Name]

Ajax Minerals and Perrier

Introduction

Every organization needs an adequate management system in order to sustain its existence in its respective marketplace. The management system needs to be organized and efficient so that the company can consistently achieve its destined targets together with the enthusiastic contribution of its employees (Pieterse, et.al. 2012).

This paper discusses two case studies in terms of their sources of resistance to change within the organization in order to achieve success. One is Ajax Minerals dealing in mining, and the other one is Perrier dealing in the provision of drinking water. The companies have been facing issues at managerial level that are discussed in this paper. In addition to this, the paper also presents the adjustments to facilitate the change strategies in the organizations.

Answer 1: Sources of Resistance (Ajax Minerals)

In the given context of Ajax Minerals, two main sources of resistance are actively causing troubles to the company in its way to progress.

Resentment of Control

It is evident that the management-labor relations of the company are not appropriately fulfilling the need of an open environment. The workforce of Ajax Minerals seems to be having problem behavior. Their performance is not synchronized with their management. The management also lacked in getting his workforce in confidence assuring their needs and demands. They used to react suspiciously when they were asked about something.

The workforce of Ajax has been facing resentment of control for which they could even resign from their posts as having fear of pay cuts or layoffs for not meeting their destined tasks. Such a practice is not in favor of any organization (Pieterse, et.al. 2012). According to Lian, et.al. (2012), the management needs to create an open environment in order to win their trust, so that the workforce can also accompany in improving the company's performance in the market (Pieterse, et.al. 2012).

Peer Pressure

The consistent downfall of the company in the market together with the fear of overcoming by any other company has made the management to perform vigorously. This performance criterion mainly depends on the workforce of the company and the management also. Most importantly, the current standing of the company requires more outcomes but in lesser time. This factor generates the idea that the employees should be properly informed, guided and prepared for the upcoming rush that would burden them physically, mentally and even psychologically (Carrico, & Riemer, 2011)..

However, the upper management of the company did not notice this need of earning the trust of their employees but forced them to perform in accordance with the destined target. Therefore, the employees definitely resist to the change as one cannot perform in such an environment where employees are expected to drag their feet, which in turns affects the compliance beyond doubt (Hynes, 2012)

Answer 2. Sources of Resistance (Perrier)

In the given context of Perrier, two major sources of resistance are actively causing troubles in the progress of the company.

Insecurity

There is prominent nature of insecurity prevailing among the workforce. Insecurity at Perrier may relate to job, routine, technology and unwanted bosses. Since the company has been over-taken by Nestle, it is already giving losses. However, earlier the story was quite different. The workforce was extremely happy, content with their management, and owned the prosperity of the company. There is grave communication gap between the management and workforce.

According to Jabri (2012), the management should make the employees part of their actions and decisions. They can establish a department to give individual attention to employees and listen to their concerns. They need to change their incentive plans and connect them directly to the performance of the employees. The leadership at the management has to be strong enough to pour in the needed passion among the employees. They need to make extra investment on their employees in order to win back their trust (Thomas & Hardy, 2011).

Threats to Influence

There is a threat that company will cuts down on existing workforce that will result in loss of jobs. The union is taking this apprehension in their favor to uphold their dominance. Placing the bottles of competitors was offensive since the Perrier was employees' first company and they are emotional about it. Instead of offending them, the management should ask for their suggestions and give importance to them (Wilson, 2014). They should not fire any employee but

give them development plan as an opportunity to move to other departments. They can divide the

workforce in groups and assign them task that should directly contribute in the success of the

company. Recognitions have to be fulfilling so they will able to re-establish their connection

with the company (Thomas, Sargent & Hardy, 2011).

Answer 3: (Strategy Contrast between Ajax Minerals and Perrier)

Both the companies have tried to facilitate the change resistance. The challenges are

similar, however, it can be stated that Ajax Minerals is already in a process of managing the

resistance. The idea of open book is effective and little more efforts can bring the company out

of the pit. Ajax Minerals woke up little earlier than Perrier. The latter will have a long to-do-

things list that can take time and extra investments. The inclusion of performance management

system with the effect of integrated human resources system will be producing long tern benefits.

The company will earn its employees' trust and will be having perfect compliance by the

integration of competitive environment.

However, the suggested strategies for Perrier are also long term in nature since there have

been a complete overall system that has been proposed. It will include human resource

department to make plans, finance department as well as the union. The emphasis has been laid

on empowering the employees to develop the needed ownership. This strategy can take the

company back on their routine profits and even greater.

Answer 4: (Adjustments to facilitate Change Strategy of Ajax Minerals)

Interactive Sessions

For facilitating the change strategy at the workplace, the Ajax management has established interactive sessions approach. These sessions involve managers and supervisors for decision-making process in order to generate persuasive ideas for company's betterment. Previous rigid practices have no place within the environment as they had affected the performance causing employees' resistance to change.

However, these sessions must accompany the individuals also as it will enhance their level of interest once they are allowed to say what they feel on the issues of the company and their opinions are considered respectively (Yang, & Maxwell, 2011).

In addition to this, this will also eradicate the problem behavior and the resentment to control, together with generating the sense of responsibility (Kumar, 2012).

Open Access To Company's Data

Besides interactive sessions, the management has also adopted an open-book approach to the company's data including the financial performance of Ajax. Technically, this advancement is another successive step taken by the management as it provides the workforce with a sense of trust. Once they are treated as trustworthy, it eliminates the insecurities and generates new horizons of interests and accountability. The company's standing also motivates them to head towards earning more success. However, such a plan needs to be merged with performance management system so that the employees are free to view their performance charts in a comparative environment that assists them in analyzing and improving their performances (Yang, & Maxwell, 2011).

The company will get back its booming success if the performance management system is integrated with the human-resources system so that any possible threat or malfunctioning can be tackled at its early stage with equal contribution of any individual in noticing and highlighting the issue together with appropriate suggestions (Yang, & Maxwell, 2011). These sorts of adjustment are surely going to assist the company's strategy of achieving remarkable success in its field by setting a new level of cooperation between management and labor for long.

Answer 5: (Adjustments to facilitate Change Strategy of Perrier)

Change of Management

The existing management has already lost the trust and it will take ages for the same management to win it back. On the other hand, if the management is completely changed, it will facilitate the company develop relationship with the workforce. The new people in the management will remain positive from day 1, even if they are unable to take all the employees on board in a short time. Monthly events at company will also encourage a positive attitude (Cummings & Worley, 2014).

Management should be inviting employees' families at events. Nestle can rewrite the hierarchy in the changed perspective and suggest more and more recognized positions for the employees. Suggestion box is a great help in involving the employees in the progress of the company. However, the management will have to make sure that those suggestions should be materialized and recognized in best possible manner (Thomas, Sargent & Hardy, 2011).

Employees' Participation

The saddest thing is that there is lack of shared vision between the management and employees. It seems as if no one ever tried to understand that workforce is actually a resource. Their motivation is indirectly related to the revenues of the company. A demotivated employee will never be as productive as a motivated one. The management should encourage them to share plans and strategies they think can work. Bonuses and incentives will help and when connected with performance charts, it gets easier to justify employees' promotions (Hall et al., 2012).

In place of only salary, the management should introduce a salary package covering maximum benefits. At events, the management should be sharing company's vision and mission. Once Nestle starts to own the history of the company, employees will automatically feel values. Unions are not easy to handle, any sort of enforcement can offend them (Hall et al., 2012). Even union members have to be entertained and Nestle should think of taking over the union in a constructive manner.

References

Carrico, A. R., & Riemer, M. (2011) "Motivating energy conservation in the workplace: An

evaluation of the use of group-level feedback and peer education" *Journal of*

Environmental Psychology Vol.31 (1) pp. 1-13 Data retrieved

from,.http://www.sciencedirect.com/science/article/pii/S0272494410001015on April 18

2015.

Cummings, T., & Worley, C. (2014) "Organization development and change" *Cengage learning*

Data retrieved from,

https://books.google.com/books?hl=en&lr=&id=IuXKAgAAQBAJ&oi=fnd&pg=PP1&d

q=Cummings,+T.,+%26+Worley,+C.+(2014).+Organization+development+and+change.

+Cengage+learning.&ots=WLNBdOJfsa&sig=SSBu2lHuhSuBTrxppyDVl68XWWg on

April 18 2015.

Hall, D., Harcus, A., Bohnet, D., & Rees, G. (2012) "Managing Change and the Role of HRM"

Contemporary Themes in Strategic People Management: A Case-Based Approach Data

retrieved from,

https://books.google.com/books?hl=en&lr=&id=bSkdBQAAQBAJ&oi=fnd&pg=PA248

&dq=Hall,+D.,+Harcus,+A.,+Bohnet,+D.,+%26+Rees,+G.+(2012).+Managing+Change+

and+the+Role+of+HRM.+Contemporary+Themes+in+Strategic+People+Management:+

A+Case-

Based+Approach,+248+&ots=okp_YnFTPx&sig=g8Wze8Pe9oWTglozYOPumUl0VNw

on April 18 2015.

Hynes, G. E. (2012) "Improving employees' interpersonal communication competencies: A

    qualitative study" *Business Communication* Quarterly Data retrieved from

    http://bcq.sagepub.com/content/early/2012/09/10/1080569912458965.abstract on April

    18 2015.

Jabri, M. (2012) "Managing organizational change: Process, social construction and dialogue"

    Palgrave Macmillan Data retrieved from,

    https://books.google.com/books?hl=en&lr=&id=ta0cBQAAQBAJ&oi=fnd&pg=PP1&dq

    =Jabri,+M.+(2012).+Managing+organizational+change:+Process,+social+construction+a

    nd+dialogue.+Palgrave+Macmillan.&ots=6D2LfKn6I9&sig=6StDWKVDxhOz7leKaIj_

    wELeKeM on April 18 2015.

Kumar, V. (2012) "101 design methods: A structured approach for driving innovation in your

    organization" *John Wiley & Sons* Data retrieved from,

    https://books.google.com/books?hl=en&lr=&id=JgwfP-

    RnMakC&oi=fnd&pg=PT15&dq=interactive+sessions+AND+organizational+success&o

    ts=3XcgcHJrJ_&sig=fZh4kmr3fIedo89v_DTv1nBJmOI on April 18 2015.

Lian, H., Brown, D., Ferris, D. L., Liang, L., Keeping, L., & Morrison, R. (2012) "Abusive

    supervision and retaliation: A self-control framework" *Academy of Management Journal,*

    amj-2011 Data retrieved from,

    http://amj.aom.org/content/early/2012/11/26/amj.2011.0977.short on April 18 2015.

Pieterse, J. H., Caniëls, M. C., & Homan, T. (2012) "Professional discourses and resistance to

    change" *Journal of Organizational Change Management* Vol. 25(6) pp. 798-818 Data

    retrieved from, http://www.emeraldinsight.com/doi/pdf/10.1108/09534811211280573 on

    April 18 2015.

Thomas, R., & Hardy, C. (2011) "Reframing resistance to organizational change" *Scandinavian Journal of Management*, Vol. *27*(3), pp. 322-331 Data retrieved from, http://www.sciencedirect.com/science/article/pii/S0956522111000558 on April 18 2015.

Thomas, R., Sargent, L. D., & Hardy, C. (2011) "Managing organizational change: Negotiating meaning and power-resistance relations" *Organization Science*, Vol. *22*(1), pp. 22-41 Data retrieved from, http://pubsonline.informs.org/doi/abs/10.1287/orsc.1090.0520 on April 18 2015.

Wilson, J. (2014) "Managing Change Successfully: Overcome Resistance through Strategy, Communications, and Patience" *Journal of Accountancy*, Vol. *217*(4) Data retrieved from, http://www.questia.com/library/journal/1G1-364197526/managing-change-successfully-overcome-resistance on April 18 2015.

Yang, T. M., & Maxwell, T. A. (2011) "Information-sharing in public organizations: A literature review of interpersonal, intra-organizational and inter-organizational success factors" *Government Information Quarterly*, Vol. 28(2), pp. 164-175 Data retrieved from,.http://www.sciencedirect.com/science/article/pii/S0740624X10001322 on April 18 2015.