

Recibido: 17/06/2023

Aceptado: 22/06/2023

Caudal autotomy as a managerial tool in the change processes involved in organizational behavior

La autotomía caudal como herramienta gerencial en los procesos de cambio implicados en el comportamiento organizacional

Omar El Kadi

SAIT School of Business
Southern Alberta Institute of Technology
Omar.elkadijanbeih@sait.ca
<https://orcid.org/0000-0002-5976-932X>
Calgary, Canada

Cira de Pelekais

Florida Global University (FGU)
cira.pelekais@floridaglobal.university
<https://orcid.org/0000-0002-4579-0304>
USA

ABSTRACT

This study uses the metaphor of caudal autotomy - the ability of some animals to shed their tails to evade predators - to investigate the role of strategic flexibility in managing organizational change. The research explores the concept of 'organizational autotomy', where parts of a company are selectively detached to enhance overall survival and adaptability amidst turbulent market environments. We examine diverse organizations and their responses to significant industry shifts, economic challenges, or internal crises. This study was based on the studies of El Kadi & Pelekais (2014) and Nelson, Quick, Armstrong, Roubecas, Condie. (2020). The findings indicate that successful 'organizational autotomy' relies on three key factors: Proactive identification of detachable elements, efficient execution of detachment, and a robust regrowth plan for post-detachment sustainability. This paper, thus, presents a novel perspective on organizational adaptability and resilience, providing valuable insights for leaders, managers, and change agents. Future research directions include quantifying the impacts of 'organizational autotomy' and establishing best practice guidelines for its implementation.

Keywords: Caudal Autotomy, Change, Organizational Behavior

INTRODUCTION

Companies that are not able to adapt to the changing market are due to fail from the beginning because innovation and being ahead of the curve is the only way retailers are able to differentiate themselves. Though most people believe there are companies that are too big to fail like Amazon right now people said the same thing about Sears in the 1950's and 60's. Even Jeff Bezos has said on many occasions that even he believes that Amazon will one day have to close its doors. This has happened in the past with the most successful retail company of the 20th century Sears. They were a revolutionary after WWII with the opening of retail stores in the malls starting to litter suburbs after the war. They also had the first mail order catalogue and that helped them capture 2/3 of Americans every quarter. Sears was synonymous with companies like Craftsman and Schwinn bikes. Sears' downfall was not being able to adapt to smaller brick and mortar big box stores like Walmart, Target, and Kmart. This along with having to cancel the infamous catalogue caused them to decrease in size considerably now only having 35 retail stores left and filing for bankruptcy in 2018.

The above mentioned will happen to Amazon as well if they do not continue to innovate. Amazon has a very high stock price and revenue but do not record much profit because they must use most of their profits each year to keep expanding and innovating. This isn't going to be a problem if they can keep recording 20-25% growth year to year. Unfortunately, they have had to start getting more creative ways to make money because they can't continue to rely on growing Amazon Prime subscriptions because most households already have a subscription and have no need to have more. Amazon revolutionized how people buy things by being able to buy almost anything you can think of and have it at your house in 2 days. This is how they have been so successful but not have started to try to move into grocery industry but have not been very successful since they have purchased Whole Foods. If Amazon doesn't find a way to bring more revenues in, they will too have the same problem Sears had and start becoming less relevant and potentially be replaced by something or someone new. (El Kadi & Pelekais, 2014)

These are a couple great examples of why most companies will be destined to be phased out at one time or another it is just based on if it will be in 30 years or 100+ years. This is because I believe you need to stay revolutionary these days and if you can't keep up you will be left in the dust, and I think will happen more and more with how you have to produce year after year and is almost impossible to grow year after year.

It may actually be that they do not know that they will lose market share and eventually close down; in fact, it may be less about how an organisation may refuse to change, and more about how it did not learn how to handle change in the first place. Roughly 90% of all new businesses fail within the first five years, and one of the four most cited reasons for this is an inability to cope with growth (Ferrell et al., 2021). Societies are constantly changing, and infrastructure is constantly evolving, and technology influences the rate that this change happens. Sometimes an organisation can be sure that a change has happened only after it has finished happening, and that is why it seems to be the case that organisations are always playing catch-up with society; it is because change is as rapid as the spread of information—the true, the false, and the subjective—and so yesterdays information is today's change, and tomorrow information is the day after change.

A little over a decade ago, the idea of a supply chain as it is currently known was in its infancy. Companies kept most of the intel that they gathered from business operations to themselves (Bozarth & Handfield, 2018). Perhaps it was because they thought that if they know something that others do not, this will give them an advantage; in retrospect, knowledge was power in 2003, and it is ironic because today transparency is arguably most valued by society from organisation. Essentially, the power is spread out, so that it is spread thin.

It wasn't until retailers, manufacturers, and distributors started sharing information with one another that they started seeing the benefits of what it means to establish a network. Today it does not seem to be knowledge that is power, but the ability to disseminate knowledge as quickly as possible to as many others as possible, and that is technology. The more information there is, the better equipped to forecast the future, because change and the future cannot be separated from one another; in fact, in the financial industry, long term bonds have higher yields than shorter term bonds because the farther out into the future, the more uncertainty there is— and that uncertainty is change. It may be that an organisation is more uncertain than it is unwilling, and this a healthier approach to understanding business, because uncertainty can be handled, whereas unwillingness can only be detrimental.

Caudal autotomy is the ability of some lizards to voluntarily shed or drop their tails in response to danger or stress. The process of caudal autotomy involves the following steps:

1. Stimulus: The lizard perceives a threat, such as a predator, and activates its defense mechanism of tail autotomy.
2. Muscle contraction: The muscles at the base of the tail contract, creating tension in the tail vertebrae.
3. Fracture plane: The vertebrae in the tail have a weak point or fracture plane, which is designed to break under stress.
4. Tail detachment: The tail breaks along the fracture plane, allowing the lizard to escape from the predator.
5. Regeneration: After shedding its tail, the lizard begins the process of tail regeneration. A new tail will grow back in its place, although it may not look or function exactly the same as the original.
6. Adaptation: The lizard may adapt its behavior to compensate for the loss of its tail, such as changing its posture or moving more cautiously.

Methodology

The investigative work was directed under the parameters of the postpositivist approach, qualitative paradigm, bibliographic design, supported by documentary-type research. The collection of information was carried out directly from articles, degree works, doctoral theses and databases, which has been emptied into a content matrix, in order to carry out the respective analysis. Supporting all of the above in Pelekais et al., (2015).

The Implications of the Detachment Process within Lewin's Model for Change

Lewin's model for managing change incorporates the fundamentals of force-field analysis (Nelson et al., 2020). It can be used to analyze the process of changing an individual face. The model is viewed as the classic route to achieving and controlling change (Cummings et al., 2016). Lewin's model is based on contending forces, including maintaining existing conditions and those that aim for change (Nelson et al., 2020). The detachment process is integral in embracing an individual's transition throughout life. For the detachment process to be successful, it is important for the forces maintaining existing conditions to be mastered and defeated.

The model provides insights into examining behaviour and organizational context in correlation to social assemblages (Burnes, 2004). For example, a force of change can be starting a new routine in the gym, barely advancing to the next set of weights, and it is becoming physically challenging. The forces that are advocating for maintaining existing conditions can be a shortage of time, shortfalls in practice and training. The most paramount factors are the absence of amusement and satisfaction in going to the gym. For

an individual to victoriously and effectively defeat the forces that are maintaining existing conditions, they need to improve forces for change or diminish those that are preserving existing conditions (Nelson et al., 2020). Through unfreezing, individuals minimize forces that contain the present situation, such as lack of time and practice.

Then, the moving phase highlights evolving recently developed values and behaviours (Nelson et al., 2020). The example relates to the individual expanding on new values and behaviours on health and maintaining a daily exercise routine. Ultimately, the individual fortifies progressive values and behaviours to implement in the gym in the refreezing phase.

The detachment process can be applied to Lewin's model to understand the mastering and controlling of forces that maintain the existing condition. It allows an individual to perceive change as an improvement (Cummings et al., 2016). Regarding sticking to the same routine and situation, adding new values and behaviours while successfully achieving them shows that you can make anything happen.

Employee resistance is a natural response, so preventing it is unlikely but instead, knowing resistance will occur, organizations need to deal with it and work toward gaining employee commitment and support for the change, otherwise, they are likely to withdraw and lose trust in both management and the organization (Nelson et al., 2020).

There are several common reasons people resist change, they include the following:

Fear of the Unknown - uncertainty and ambiguity introduction can lead to a disruption on a past comfortable Laboral situation or environment (Nelson, Quick, Armstrong, Roubecas, & Condie, 2020). Therefore, companies must strongly plan and control the frequencies of the changes so the job satisfaction and commitment remain the same or even in better performance, avoiding in this case the high turn over.

Fear of Loss and Failure – When new technology, system, process or personnel is introduced, a feeling of lose a job can be originated as employees feel threats to their expertise and their actual comfort zone of knowledge. Also, increased workloads or increased task difficulty, will create questions about their competencies and their performance level according to the expectations that come with the new change increasing stress and fears (Nelson et al., 2020).

Disruption of Interpersonal Relationships - meaningful interpersonal relationships on the job can be affected with new changes, as the team, co-workers,

managers, and subordinates might change as well. Therefore, affective ties are broken and it may result difficult or slow to connect again with new people.

Politics - Organizational change may also shift the existing balance of power in the organization, creating a tension and uncomfortable workplace (Nelson et al., 2020). The threat of losing power, advantages and privileges lead to conflicts within the organization structure and relationships.

Lack of Trust - In companies where there is a lot of trust between management and employees, there is lower resistance to change as the change is smoothly acceptable as there is a benefit for both parties, so trust is a vital tool to have when running a successful business (Paycor, 2019)

Poor Communication and Engagement - Employees need to understand why there is a need for change, which is the change about, how, when and where to perform it and, the way that it is communicated will determine how the employees react to it (Paycor, 2019).

Manage resistance effectively is critical to success with organizational change, that is why is important to do change management right the first time, expect resistance to change, address resistance formally, identify the root causes of resistance and finally to engage the “right” resistance managers (Prosci, n.d.).

Detachment Process

Detachment implies that there was attachment in the first place, so describing the nature of attachment could help better describe the detachment process. The nature of the mind is that it constantly makes associations between virtually everything in one’s environment, and on a neurological level these associations can be described as how the psychosomatic human mechanism influences behaviour—and eventually reinforces them to create habits— by how neurons connect with each other when an individual develops ideas from the feed back they receive from the external environment. This was phrased by Canadian neuropsychologist Donald Hebb in what is arguably the most well-known phrase is neuropsychology: “Neurons that fire together wire together” (MIT, 2008). So what is the process of getting rid of the old for the new?

Getting rid of the old is actually a misnomer. The old cannot just be thrown out, because the new can only come from the old. New is a metamorphosis, not something different from the old, but rather it is the old evolving, because the neurological process

that gives structural integrity to the old is the same process that does so for the new, just in many different shapes and forms.

Detachment can best be described as a process of letting go. It allows you to release difficult situations and, sometimes, difficult people. By detaching from past experiences and future expectations, you can look at your relationships, both personal and professional, more objectively, which gives you greater clarity...Detachment is the absence of prejudice or bias (Goldsmith 2018).

Earlier it was explained that neurons connect with one another to form attachments when individuals develop ideas. If ideas about the world and its people change—because there is so much that humanity does not know—then the association between those ideas also change, and if the “old” becomes the “new”, then the process of detachment becomes irrelevant up until the time when the “new” becomes “old”.

The Impacts of the Distraction Effect on Kotter’s Change Model

Kotter's change model highlights the essence of successfully completing each of the eight stages to achieve enduring change (Nelson et al., 2020). The model can be referred to as the linear sequence of managing change (Pollack & Pollack, 2015). The distraction effect influences the ability of individuals to accomplish stages within the model. To achieve change, individuals must not omit any stage. The need and own desire for change is integral to grasping the highest potential of change (Nelson et al., 2020).

The decision to pursue higher education is transformative. The sense of urgency can be acknowledged by addressing a higher education that could open more opportunities for job seekers. The most evident error in successfully implementing change is the lack of urgency (Pollack & Pollack, 2015). The distraction effect becomes operational with factors such as caring for dependents, financial strain, and current obligations. Distractions in one's life take away from the likelihood that individuals can attain each stage. Without a stable guiding coalition and fulfillment of this stage, it is improbable that individuals can generate short-term wins or sustain acceleration. Success is linked to a practical environment, vision, and direction (Kang et al., 2022).

The distraction effect has enduring influences on the fulfillment of an individual's ability to accomplish change. Some of the most common reasons for distraction are opposing values and financial difficulties (Kang et al., 2022). Satisfaction leads to the fulfillment of personal goals and the desire to achieve more in the vision of change. The

eight stages are essential in attaining short-term win satisfaction and vision accomplishment (Nelson et al., 2020). The lack of focus can have destructive effects; preventative measures to successfully complete each stage are fundamental to implementing change.

Distraction Effect

When it comes to the impact on employees, the distractions of change are often underestimated. The magnitude of change experienced by the organization and its personnel is also related to the impact of change. When it comes to regulating the stress level of change in the workplace, there are several things to keep in mind. The first is how the change is conveyed to the rest of the company. Employees are more likely to comprehend what is occurring if there is more clarity and transparency surrounding the change event. Employees are more likely to hypothesize and share their thoughts with other employees if they are given an imprecise description of the change and its timetable (Reininger, 2018). Distraction can easily destruct the course of change process. Some of the destruction in workplace during change management are poor time management, lack of plan for change, not prioritizing important tasks and activities, losing focus through multitasking, and lastly a chaotic environment (Williams, 2022).

Time management is an important ability to have when dealing with change in the job. Your project is likely to devolve into chaos unless you properly manage your personal time and create a structure in which your team does the same. Poor time management can cause missed deadlines, unnecessary stress, poor-quality work, and a failed change initiative. These causes the workforce to work longer hours to bring the modification project back on track. Your team's work and life balance (which is key to change success) will be skewed in the wrong direction. The more lopsided this becomes, the more likely the team will fight the adjustment (Williams, 2022).

Distractions can be avoided by planning ahead of time. It's the most important component in achieving effective time management as a result of organizational change. Plans must be discussed with your team, and it must be explained as to why it is happening to keep everyone on track. Bringing things forward is easier than pushing them back. Prioritizing tasks and activities that are critical to the change process must be dealt with firsthand. By doing this, employees will focus on important tasks. Doing multiple things all at once can sway employees away from focusing on important tasks. It is better to do tasks that are important so that it helps the change process move effectively. Lastly, distractions

are always present when the work environment is chaotic. Eliminating distraction starts by creating a good environment for the employees. By encouraging employees to eliminate distractions each day adds a day for productivity to flourish and work towards the timeline effectively (Williams, 2022).

The role of “reengineering” in the performance of a change process

Businesses must constantly grow and adapt to face a number of problems, ranging from technological advancements to the emergence of new competitors, as well as changes in laws, regulations, and underlying economic trends. Failure if this is not done could result in stagnation or, even worse, failure. Approximately half of all organisational change initiatives fail, underscoring the need of learning how to plan for, organise, and implement change for managers and business leaders alike. The actions a business takes to change or adjust a significant component of its organisation are referred to as organisational change. This could encompass things like company culture, internal processes, underlying technology or infrastructure, corporate hierarchy, or something else (Miller, 2020).

The goal of business process reengineering is to modify the way work is done in order to meet corporate goals like cost reduction and increased customer and employee satisfaction. Digital transformation entails more than just purchasing technology and turning it on; it also necessitates significant changes in how people work (Harper, 2020). Organizations can use business process reengineering (BPR) to reinvent their existing processes. Cross-functional teams can use BPR to identify areas for improvement and solutions to address them. Organizations will be able to deploy streamlined business processes at a substantially faster rate if done correctly. Customers will be satisfied with their purchases, and employees will be on track to meet their goals. BPR also helps you get the most out of your investment in business process optimization (Blueprint, 2020).

Using reengineering in the performance of a change process can benefit the business by: reducing costs, increases efficiency, improving the product quality, encourages innovation, and builds a better brand image. Reducing costs and waste is one of the main goals of business reengineering. Companies can discover resources, industrial processes, and equipment that contribute to waste through reengineering. Reengineering also aids in the identification of redundant positions among employees, which organisations can integrate or eliminate. As a result, reengineering saves money by lowering costs and decreasing waste. Businesses that undertake business reengineering improve the efficiency

of their processes. Automation, system integration, and upgrades are all part of this. As a result, businesses are typically much more efficient. By eliminating waste and time-consuming processes, the organisation can do more with the same amount of time and resources, resulting in increased overall productivity (indeed, 2022).

The goal of reengineering is to help businesses better meet the needs of their customers. As a result, the majority of reengineering efforts are aimed at increasing product quality or service delivery. A corporation might, for example, switch to a more environmentally friendly material, making the product more appealing to potential purchasers. Furthermore, improvements in production procedures frequently allow personnel to concentrate more on product quality (indeed, 2022).

When a corporation commits to continuous improvement, it demonstrates high corporate ethics and customer care. This can aid in the development of the company's brand image as well as increase consumer loyalty. Business reengineering also means that the organisation can produce higher-quality products and services, resulting in a better brand image. Employee's study various organisational structures and propose strategies to improve them while reengineering company processes. Such efforts may result in inventions that alter the nature of the industry's work. Companies can expand their capacity and develop more sophisticated items as a result of such advancements (indeed, 2022).

In order to stay competitive in the market and provide stability and certainty to internal and external agents, many business organizations must promote constant changes on their processes, activities, strategies, procedures, employees and structures, among others.

Business Process Management (BPM) is a concept that integrates quality/performance excellence into the strategic management of organizations, it includes 1.- Process design or engineering, which is the invention of new processes; 2.- Process definition, which requires the description of existing processes; 3.- Process documentation; 4.- Process analysis and control; and 5.- Process improvement (Golden, n.d.).

This research will be focus only on the Business Process Reengineering (BPR), as it is the first step of the BPM. BPR is referred as the process of reviewing all the different levels of an organization's way of doing business and considering how to improve things affecting the productivity performance of the companies. (Chron, 2021). Managers and employees must seek all areas of improvement, and create some internal and external

analysis that provide strengths and weaknesses, opportunities and threats that can result on adjustments that provide better benefits in cost, products, quality, time, and customer service while handling effectively and efficiently the recourses available.

Figure 1 is showing the 7 steps for a Business Process Reengineering where the company needs: 1.- Define Outcomes, 2.- Define Current State, 3.- Identify Gaps, 4.- Select test case, 5.- Develop/Test Hypotheses, 6.- Implement New Process and, 7.- Evaluate Performance

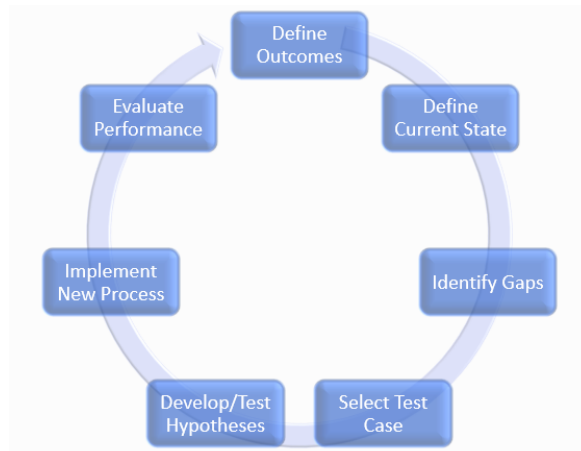


Figure 1: Business Process Reengineering Steps

Integrity (n.d.). [Business Process Reengineering (BPR) Definition.] [Online image]. <https://www.integrify.com/business-process-reengineering-bpr-definition/>

But the difference between BPM and BPR needs to be taken into consideration, the idea behind BPM is to improve the efficiency with which existing business processes are managed, whereas BPR aims to improve performance by implementing entirely new processes aimed at reducing the costs associated with the day-to-day operations of the business while simultaneously improving quality and speed (Techcavass, 2020).

This is translated into a complete-new change on how the process is being executed at the moment, for example, in a manufacturing company, management might evaluate changing software, technology systems and machines in order to increase production rate performance and meet customer demand, therefore, BMP approach would be improving the outputs with extra shifts with existing equipment with last versions updates while BPR may suggest a complete layout modification with new type of technologies and robots that

substitute some human labor hands, resulting into a new cost saving automation process. At the end, in order to arrive to BPR conclusions the BPR steps must be addressed first.

The Importance of Resources Invested in an Organization to Achieve Change

Resources are the people, materials and goods that go into development. The resources an organization invests in during operation are integral for its attainment of change. Change is necessary at times to progress and transition into contemporized norms. The expenditure in the conditions at work is integral in providing viable work environments (Kira et al., 2010). The significance of sustainable work is the ability to progress in acquiring one's own resources to achieve change. Employees in organizations are frequently hesitant to adhere to change practices because of the disruption in work patterns and relationships (Shin et al., 2012). Essentially, the resources are agents that drive the force of change.

The resources within an organization are motivators for self-advancement and improvement of feasibility that results in sustainable performance (Kira et al., 2010). An individual's work experience should advance their social affinity and certainty in the organization. The fundamentals of resources can also be viewed as mediums that have the energy to shape actions in the workplace (Feldman, 2004). With the development of sustainable resources, it is beneficial for long-lasting efficiency and productivity. Some examples of resources within an organization are the modifications in staff, attainment of stability of employees, and effectual relationships (Feldman, 2004). It is crucial to highlight that those resources are not just tangible items; they can be intangible such as emotions and resistance.

Achieving change within an organization is a characteristic of employing effective structures (Feldman, 2004). A constructive change in an organization incorporates modifications in actions that impact employees and processes. Understanding the practical structure of organizational behaviour leads to better communication and overall benefits job satisfaction.

Resources Invested

You may have the vision, skills, and incentives in place, but if you don't have the means to accomplish change, you'll be frustrated all the way through. As a result, it's critical to question, "What do we require?" Everything you need to achieve change is in your resources, which include people, cash, knowledge, and technology. It's critical to

remain adaptable because unexpected hurdles may develop. As you may need to accomplish change within a particular budget, creativity comes in handy (brain-storm.be, 2018-2019). In order to adapt to change, businesses have to invest in resources to make changes quickly as the process goes. It will help all employees become better at the work they do, and it keeps the process go quickly.

Threats Encountered in an Organization

Businesses are not always in a safe and clear situation, markets are very flexible and vary constantly, and hence to stay competitive firms must be able to develop change processes to overcome possible impacts from the competition environment, based on government regulations, affected by technology advances and, overpass economic and social impacts.

Therefore, next paragraphs will explain some of the threats that firms find while these processes of change:

1. **Reengineering process focuses on the lower-level departments of an organization but often leaves the upper management intact** (Chron, 2021). Usually, upper management is the one in charge to set the objectives, plan, measure and control a process while employees or lower levels generally execute and operate. So, not looking at upper management can be considered a mistake since the origin of the problem comes from the beginning and resulting in focusing on short-term fixes, rather than long-term goal-setting or strategic planning (Chron, 2021).
2. Top management level makes decisions about major organizational changes and it is responsible of trickle it down to employees. As a result, **communication breakdown** arises, why and how the company is changing may be unclear and there is no motivation on participate on the decisions made (SHRM, n.d.). According to SHRM (n.d.) some manager's communication errors are to shower employees with information, hoping they can sort which is significant from insignificant; employees are passive information receivers with lack of feedback or involvement; not listen for potential misunderstandings and instead respond to rumors and innuendoes.
3. **Employee resistance:** A change failure often occurs because of human nature and reluctance to change besides employees may also lack the specific behavioral traits needed to adapt easily to changing circumstances, which could decrease employee engagement and effectiveness and put organizational productivity at risk which are the indifference, rejection, doubt, neutrality, experimentation (SHRM, n.d.). Therefore, an effect on this resistance at extreme level is the turnover increase during the transition of this change, due to staff does not have the appropriate knowledge or is not properly trained to implement it and the execution of new task and activities get impossible, or does not agree on the implementation ways for suspicious irregularities.

4. **Forming and managing multiple teams and rising changes in multiple areas:** In the change management process, the creation of expert cross functional teams may arise to execute different tasks in different areas and a development in one area affect other areas, leading to multiple issues to be resolved (Varon, 2021).

In order to keep up with the ever-changing world, businesses continuously go through multiple organizational changes to adapt and surpass competitors, and to innovate in order to improve productivity that will later drive revenue. One in three change management initiatives only succeed, due to an increase in change volumes and complexities. It happens due to neglecting change management in its people aspect. Organizations tend to address change management with top-to-bottom approach which is mostly met with a push back of employees' resistance to change. That may be avoided if leaders conduct assessments to identify threats and address them for a successful change initiative (Malik, 2021).

Organizational Health

Organizational health is the ability of a company to adjust, execute and recover, which is faster than its competitors (Kerzner, 2020). It is not only good for sustainable business activities, but also increase operational benefits and employees' competitiveness. A company with organizational health will perform much better than other companies. A company makes a change for improving productivity and efficiency. Organizational health and the change process of a company are closely related to each other. It is beneficial to a company if it has good organizational health during the change process. When experiencing changes, management is an important role. As changes may lead to many uncertainties, a good management can help connect employees with more positive vibes (Bigham, n.d.). Apart from hard skills, management can learn soft skills to lead the team to adopt the changes. An effective manager can bring positive benefits to organizational health and employees. During the change process, a manager should have a clear short term and long term mission for every employee to achieve the goals. This can enhance better performance of the organization. Besides, it is suggested that the motivation is an outcome of practising organizational health, which can help improving the process of change in a company.

Organizational health refers to a company's ability to adapt in an ever-changing environment. It refers to an organization's capacity to cope with change while maintaining a high-performance workplace culture. (Shapiro,2021) Organizational health is frequently overlooked. Too many businesses are suffered by excessive politics, widespread ambiguity,

low morale, and high turnover. Leaders make the error of concentrating just on elements that can be measured. Finance, marketing, and technology are the most common examples. They overlook the need of looking within to assess the company's health. (Macisaac, 2016)

A healthy company is concerned about its employees, and it shows this interest by enacting a variety of policies that benefit the workforce. (Shapiro, 2021) To prioritize employee well-being, expand benefits that contribute to workers' overall wellbeing and mental health to prioritise employee well-being. A healthy workplace allows individuals to gain new skills and advance their careers based on their own talents and ambitions. (Shapiro, 2021) If a company wants to be successful, it must be healthy. People are an organization's most valuable asset. This means that executive teams must devote effort to improving its organization. (Macisaac, 2016)

Healthy businesses can deal with practically any situation. According to research, they're resilient enough to withstand the ups and downs of business, as well as adaptable enough to meet shifting client demands. As a result, they have a better chance of long-term success. (Shapiro, 2021). Determine which measures are most important in attaining the company's primary goals, assess their company's performance on those metrics, and establish a realistic strategy for improvement to cultivate a healthy organisation. Remember that every firm is unique, and you must first define a baseline for what it means to be high-performing and successful in yours. (Shapiro, 2021).

CONCLUSION

All these research topics correlate and overlap each other. In order to adapt to ever evolving word of business, organizations must set up a structure to implement change process in change management. From knowing what a change process means to how to create stability in this process, knowing these terms can help one adapt to change. When a business implements change, there's a lot of factors that are at stake that's why implanting change must be planned well. From having leaders that cares for its employees, to having resources to keep employees productive are all part of the change process. When threats occur, a business should know how to effectively get through it quickly. I have learned that to get through threats in the working environment, clear vision, effective strategies, communications, and having everyone on board must be done. By researching these topics, I have learnt what each means and how every topic must overlap for it to be a whole process.

When a business goes through change, there will be resistance when employees are not being taken care of. Employees are the foundation and are the important factor to implementing change. They must be taken care of physically and emotionally. By that, physically, organization must provide resources for them to work well. Having resources will not only speed things up, but it is crucial to have when change is happening. Emotionally, employees must be taken care of and must be checked upon frequently. Most employees shy away from asking any help because leaders do not check up on them. If leaders cannot do that simple task, employees' productivity, and willingness to participate to change drops. In order to trust leaders, the leaders themselves must communicate and understand what each employee need in order for them to work effectively. To successfully embrace change, everyone should all be on board and willing to work hard in order to succeed.

REFERENCES

- Bigham, B. (n.d.). *3 Tips for Improving Your Organizational Health*. Retrieved from 15five: <https://www.15five.com/blog/how-to-improve-organizational-health/>
- Bozarth, C. Cecil & Handfield, B. Robert. (2018). *Operations and Supply Chain Management*. Pearson.
- brain-storm.be. (2018-2019). Retrieved from *The 5 Ingredients Needed to Implement Change within an Organization*. <https://www.brain-storm.be/the-5-ingredients-needed-to-implement-change-within-an-organization/>
- Burnes, B. (2004). *Kurt Lewin and the Planned Approach to Change: A Re-appraisal*. *Journal of Management Studies*, 41(6), 977–1002. <https://doi.org/10.1111/j.1467-6486.2004.00463.x>
- Chron. (2021, July 27). *Chron*. Retrieved from *What Does Reengineering an Organization Mean?*: <https://smallbusiness.chron.com/reorganization-mean-corporation-60100.html>
- Cummings, S., Bridgman, T., & Brown, K. G. (2016). *Unfreezing change as three steps: Rethinking Kurt Lewin's legacy for change management*. *Human Relations*, 69(1), 28.
- El Kadi, O. & Pelekais, C (2014). *El cambio organizacional desde la autotomía caudal: Avizorando el futuro de las empresas familiares*. Astro Data. Venezuela
- Feldman, M. S. (2004). *Resources in Emerging Structures and Processes of Change*. *Organization Science*, 15(3), 295–309. <https://doi.org/10.1287/orsc.1040.0073>
- Golden, M. (n.d.). Reference for Business. Retrieved from *Process Management*: <https://www.referenceforbusiness.com/management/Or-Pr/Process-Management.html#ixzz7NYQ8aEaQ>

- Goldsmith B. (2020). *How to best use detachment*. <https://www.psychologytoday.com/ca/blog/emotional-fitness/201811/how-best-use-detachment>
- Kang, S. P., Chen, Y., Svihla, V., Gallup, A., Ferris, K., & Datye, A. K. (2022). *Guiding change in higher education: An emergent, iterative application of Kotter's change model*. *Studies in Higher Education*, 47(2), 270–289. <https://doi.org/10.1080/03075079.2020.1741540>
- Kerzner, M. R. (2020, August 13). *Why Is Organizational Health So Important?* Retrieved from Eisneramper: <https://www.eisneramper.com/organizational-health-0820/>
- Kira, M., van Eijnatten, F. M., & Balkin, D. B. (2010). *Crafting sustainable work: Development of personal resources*. *Journal of Organizational Change Management*, 23(5), 616–632. <https://doi.org/10.1108/09534811011071315>
- Leach, M. (2019). *Salaries in the 1880's*. <https://careertrend.com/salaries-in-the-1880s-13655312.html>
- Malik, P. (2021, June 21). *whatfix.com*. Retrieved from *7 Barriers to Organizational Change (And How to Overcome Them)*: <https://whatfix.com/blog/barriers-to-organizational-change/>
- Macisaac M. (2016, August 28). *Organizational Health*. Retrieved from MacIsaac consulting: <http://blog.macisaacconsulting.com/improve-organizational-health/>
- Miller, K. (2020, March 19). Harvard Business School Online. Retrieved from *What is Change Management?*: <https://online.hbs.edu/blog/post/change-management-process>
- Nelson, Quick, Armstrong, Roubecas, & Condie. (2020). *ORGB (3rd Edition ed.)*. Cengage Learning. Retrieved March 28, 2022, from <https://ng.cengage.com/static/nb/ui/evo/index.html?snapshotId=2755456&id=1384382373&eISBN=9780176873448>
- O. C. Ferrell, Kapoor & Stevenson. (2020). *Introduction to Business in a changing world*. McGraw-Hill.
- Paycor. (2019, July 17). Paycor. Retrieved from *Overcoming Employee Resistance to Change in the Workplace*: <https://www.paycor.com/resource-center/articles/overcoming-employee-resistance-to-change-in-the-workplace/>
- Pelekais, C; El Kadi, O; Seijo, C; Neuman, N. (2015). *El ABC de la Investigación. Guía Didáctica*. Ediciones Astro Data S.A. Maracaibo. Venezuela.
- Pollack, J., & Pollack, R. (2015). *Using Kotter's Eight Stage Process to Manage an Organizational Change Program: Presentation and Practice*. *Systemic Practice and Action Research*, 28(1), 51–66. <https://doi.org/10.1007/s11213-014-9317-0>
- Prosci. (n.d.). Prosci. Retrieved from *5 Tips for Managing Resistance to Change*: <https://www.prosci.com/resources/articles/tips-for-managing-resistance-to-change>
- Reininger, R. (2018, September 25). LinkedIn.com. Retrieved from *The Distractions of Change: Hope versus Chaos*: <https://www.linkedin.com/pulse/distractions-change-hope-versus-chaos-robin-reininger/>
- Shapiro S. (2021, September 29). *Organizational health*. Retrieved from Chathop blog: <https://www.charthop.com/blog/best-practices/organizational-health-measures/>
- Shin, J., Taylor, M. S., & Seo, M.-G. (2012). *Resources for Change: The Relationships of Organizational Inducements and Psychological Resilience to Employees' Attitudes*

- and Behaviors toward Organizational Change*. Academy of Management Journal, 55(3), 727–748. <https://doi.org/10.5465/amj.2010.0325>
- SHRM. (n.d.). SHRM Better Workplaces Better World. Retrieved from *Managing Organizational Change*: <https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/managingorganizationalchange.aspx>
- Techcavass. (2020, April 8). Techcavass. Retrieved from *BPR vs BPM – What is the Difference?*: <https://businessanalyst.techcavass.com/what-is-the-difference-between-bpm-and-bpr/#:~:text=The%20idea%20behind%20business%20process,to%20day%20operations%20of%20the>
- Varon, L. (2021, March 16). Sweet Process. Retrieved from *Change Management Process: A Conclusive Guide*: <https://www.sweetprocess.com/change-management-process/>
- Williams, B. (2022). forwardfocusinc.com. Retrieved from *Managing Change in the Workplace: Stay on track through transition*: <https://www.forwardfocusinc.com/jumpstart-change/managing-change-in-the-workplace-stay-on-track-through-transition/>