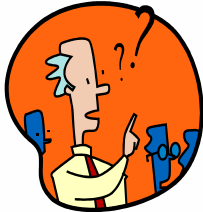


11-1

Managing Strategic Organizational Renewal



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11-2

Control Your Destiny or Someone Else Will

(Jack Welch, CEO General Electric)

Tuhan tidak merubah nasib suatu kaum (bangsa) kecuali dia sendiri yang merubahnya.

(Kitab Suci)

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11-3

Pokok Bahasan

- ♦ Peran SDM dalam perubahan organisasional
- ♦ Mengelola perubahan dan pengembangan organisasional
 - Apa yang diubah
 - Perubahan Strategik
 - Perubahan Budaya
 - Perubahan Struktural
 - Perubahan pada orang, sikap, ketrampilan
 - Perubahan Teknologikal
 - Leading change: Lewin's process

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11-4

Pokok Bahasan

- ♦ Mengelola perubahan dan pengembangan organisasional
 - 10 langkah proses perubahan
 - Menggunakan pengembangan organisasional (*Organizational Development*)
 - Human process applications
 - Technostructural interventions
 - Human resource management applications
 - Strategic applications

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11-5

Pokok Bahasan

- ♦ Melembagakan program-program *total quality management*
 - Apa kualitas?
 - Total quality management programs
 - HR's role in quality management
 - High-performance insight
 - HR and Six Sigma
 - HR and Baldrige awards
 - HR and ISO 9000

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11-6

Outline

- ♦ Menciptakan *team-based organizations*
 - The nature of self-directed teams and worker empowerment
 - How HR helps to build productive teams
 - High-performance insight
 - Strategic HR
 - HR and employee involvement programs

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11-7

Outline

- ◆ **SDM dan *business process reengineering***
 - What is *business process reengineering*?
 - HR's role in reengineering processes
 - Building teams
 - Redesigning compensation
 - Redesigning the work itself
 - Moving from controlled to empowered jobs

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11-8

Outline

- ◆ **Jadwal kerja fleksibel**
 - Flextime and compressed workweeks
 - Conditions for success
 - Compressed workweeks
 - Research insight
 - Other flexible work arrangements
 - HR.Net
- ◆ **Summary**

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11-9

Peran SDM sebagai Agen Perubahan

Peran Kunci	Kriteria Sukses
Agen perubahan	<ul style="list-style-type: none"> • Mempunyai kemampuan untuk mengimplementasikan perubahan strategi • Mempunyai kemampuan untuk mengembangkan <i>organizational learning</i> dan <i>teamwork</i> serta membina hubungan • Mempunyai kemampuan untuk menciptakan <i>sense of urgency</i> • Mempunyai kemampuan untuk berpikir konseptual dan mengartikulasikan pemikiran • Mempunyai <i>sense of purpose</i> melalui suatu fokus dan sistem nilai

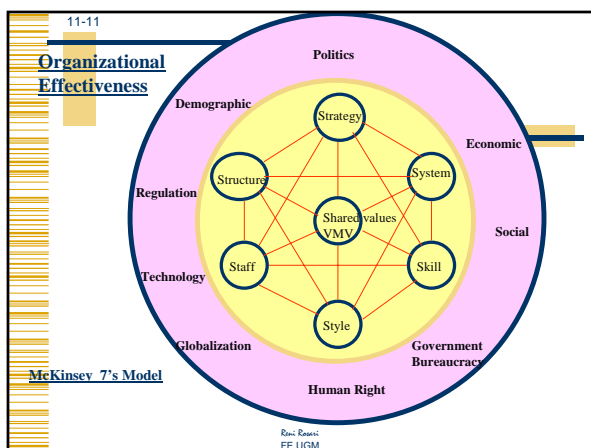
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11-10

Mengelola perubahan – Apa yang kita ubah?

- ◆ Strategic change – strategi, misi dan visi
- ◆ Cultural change – a company's shared values and aims
- ◆ Structural change – reorganisasi
- ◆ Developmental change – people's attitudes and skills
- ◆ Technological change – work methods

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11-12


Perubahan Budaya

- ◆ **Five ways to achieve cultural changes**
 - Make it clear* to employees what you pay attention to, measure, & control
 - React appropriately* to critical incidents & organizational crises
 - Deliberately role-model*, teach & coach the values you want to emphasize
 - Communicate priorities* by how you allocate rewards & status
 - HR procedures & criteria consistent* with values you hold

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11-13

Perubahan Teknologikal



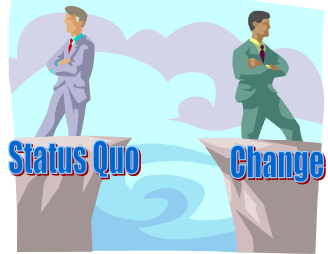
- ♦ Technology is a powerful engine of change
- ♦ Creates change by modifying the work methods organizations use to do tasks
- ♦ Results in reengineering work process
- ♦ Must apply HR methods:
 - Teamwork
 - New job descriptions
 - Boosting skill & knowledge levels
 - More flexible work arrangements

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11-14

Lewin's Process Leading Change

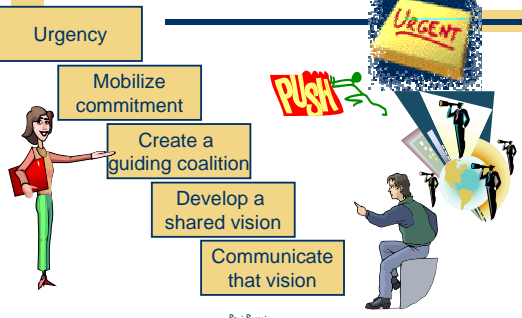
- ♦ 3 steps
 - Unfreezing
 - Moving
 - Refreezing



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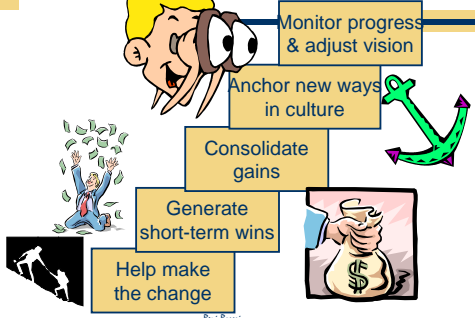
Ten-step Change Process



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11-16

Ten-step Change Process



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11-17

Menggunakan Organizational Development

Definisi


- ♦ Organizational development is a special approach to organizational change in which the employees themselves formulate the change that's required and implement it, often with the assistance of a trained consultant



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Four Distinguishing Characteristics of OD



1. Action research
2. Behavioral science knowledge
3. Attitudes, values and beliefs
4. Changes organization in a direction

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Empat tipe aplikasi OD

- ♦ Human process applications
- ♦ Technostructural interventions
- ♦ Human resource management applications
- ♦ Strategic applications

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OD interventions & organizational levels

Primary Organizational Level Affected

Interventions	Individual	Group	Organization
Human Process			
T-groups	x	x	
Process consultation		x	
Third-party intervention	x	x	
Team building		x	
Organizational confrontation meeting		x	x
Intergroup relations		x	x
Technostructural			
Formal structural change			x
Differentiation and integration			x
Cooperative union-management projects	x	x	x
Quality circles	x	x	
Total quality management		x	x
Work design	x	x	
Human Resource Management			
Goal setting	x	x	
Performance appraisal	x	x	
Reward systems	x	x	x
Career planning and development	x	x	
Managing workforce diversity	x		
Employee wellness	x		
Strategic			
Integrated strategic management			x
Culture change			x
Strategic change			x
Self-designing organizations		x	x

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Human Process Applications

- ♦ Aim first at improving human relations skills
- ♦ Provide insights and skills required to better analyze behaviors
- ♦ A facilitator uses **survey research** to solve problems & plan action

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Human Process Applications

- ♦ **Sensitivity, laboratory, or T-group training** are used minimally today
- ♦ **Team building** can improve effectiveness
- ♦ **Confrontation meetings** resolve misconceptions



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Menggunakan OD untuk meningkatkan Produktivitas

- ♦ Technostructural interventions
- ♦ HR management applications use action research
- ♦ Strategic applications harmonize


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Definisi

Total Quality Management

- ♦ **Total quality management (TQM)** is a type of program aimed at maximizing customer satisfaction through continuous improvements



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Total Quality Management Programs

- ♦ **Quality** is the totality of features & characteristics of a product or service that bear on its ability to satisfy given needs
- ♦ Quality measures how well a product or services meets a customers needs
- ♦ ISO 9000 provides written quality standards to which products must comply




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HR's Role in Quality Management - Insight



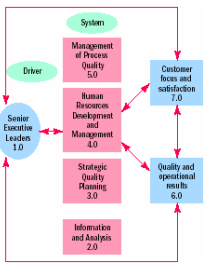

- ♦ Friendly phone staff is key to customer service at Lands' end
- ♦ Result of extensive screening & training
- ♦ Must love to talk
- ♦ All aspects of phone etiquette trained
- ♦ Results in fast, friendly service

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6σ & Baldrige Awards

- ♦ 6 Sigma aims for 3.4 defects per million processes
- ♦ To achieve this can be intense but very rewarding
- ♦ Baldrige awards determined by a board of quality experts in 7 areas



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Menciptakan Team Based Organizations




- ♦ 82% of U.S. Companies use teams to perform some tasks
- ♦ Self-directed teams have several distinguishing characteristics:
 - Perform *naturally interdependent tasks*
 - Use *consensus decision making*
 - Team's members perform *enriched jobs*
 - Teams are also *highly trained*
 - Employers *empower* the teams & individual members


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How to Build Productive Teams



- ♦ Establish demanding performance standards
- ♦ Select members for attitudes and skills
- ♦ Train leaders to "coach," not "boss"
- ♦ Use positive feedback
- ♦ Select those who like teamwork
- ♦ Train, train, and train some more
- ♦ Cross-train for flexibility




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Definisi Program Employee Involvement

- ♦ An **employee involvement program**, a team activity, is any formal program that lets employees participate in formulating important work decisions or in supervising their own work activities
- ♦ Managers rank them as great productivity boosters



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11-31

Bagaimana menciptakan budaya *Involvement & Participation*

- ♦ Educate all regarding business plans
- ♦ Devote (menyediakan) resources to build the necessary HR systems
- ♦ Involve unions as partners
- ♦ Involve in designing and implementing new systems
- ♦ Train in new technologies



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Bagaimana menciptakan budaya *Involvement & Participation*

- ♦ Promote employees' continuous communication
- ♦ Involve employees in assessing effects of new technology
- ♦ Use telecommunications




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Extending Decision Making Abroad

- ♦ Prior to extending the work team approach abroad focus on these goals:
 - Build trust
 - Be aware of cultural differences
 - Create blended strategies



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Business Process Reengineering (BPR)

“The fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance such as cost, quality, service, and speed.”
... Quote by experts Michael Hammer & James Champy

“Why do we do what we do?”

Why do we do it the way we do?”

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Steps in BPR

- 1 Several jobs combined into 1
- 2 Workers make more decisions
- 3 Reduce checks, controls to boost efficiency
- 4 “Case manager” approach

Check out

BPR Online Learning Center
sponsored by ProSci



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HR's Role in Reengineering Process

- ♦ Help build commitment
- ♦ Promote team building
- ♦ Redesign compensation
- ♦ Redesign the work itself
- ♦ Create empowered jobs



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Flexible Work Arrangements

- ◆ Organizational renewal does not require massive change
- ◆ Flextime allows workers to build their day around core midday hours
- ◆ Compressed workweeks offer longer workdays but fewer of them

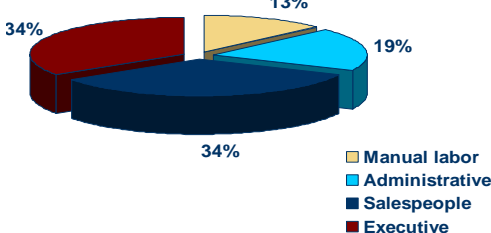
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Flextime

% employees on flextime



Job Type	Percentage
Manual labor	13%
Administrative	19%
Salespeople	34%
Executive	34%

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Sample Flextime Schedule

	6:00 A.M.	7:00 A.M.	8:00 A.M.	9:00 A.M.	10:00 A.M.	11:00 A.M.	12:00 NOON	1:00 P.M.	2:00 P.M.	3:00 P.M.	4:00 P.M.	5:00 P.M.	6:00 P.M.
	Flexible Time Core Time Flexible Time Core Time Flexible Time												
Joe	✓	✓	✓	✓	✓		✓	✓	✓				
Sue				✓	✓			✓	✓	✓	✓	✓	✓
Pat		✓	✓	✓	✓			✓	✓	✓	✓		

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More Flexibility

- ◆ Job sharing – two or more people share a single full time job
- ◆ Work sharing – a temporary group work-hour reduction during economic slowdowns
- ◆ Work from home or telecommuting – using the internet to “phone in” your work


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Telecommuting

- ◆ You can't be a hermit (pertapa) when you telecommute
- ◆ Its all about staying connected & in touch by using PC's & laptops, text pagers, cell phones, e-mail, voice & fax messages, & PDA's



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Kesimpulan


- ◆ Managers lead by changing strategy, culture, structure, tasks, technologies, or attitudes
- ◆ Use a ten-step process for organizational change
- ◆ We saw a number of OD applications to promote change

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Kesimpulan

- ◆ Quality is key to success – use TQM to achieve it
- ◆ Teamwork or super-teams boost productivity
- ◆ Reengineering results in fundamental changes
- ◆ The most flexible work arrangements provide the greatest benefit



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