No Good Deed Goes Unpunished

A volunteer program landed Mark into an awful situation such that he lost his job as an assistant manager. The biggest problem emanated from a misprinted phone number which led to the loss of business, even though Mark was doing all this in good faith. As a consultant to the organization, I was hired to look into the matter and at the end of it give comprehensive recommendations. The issue happened in July 2017, and it should be noted that the Board of Directors was reluctant to investigate terminating Mark even when he had good intentions. The festival in which Mark volunteered has prior preparations, and Mark knew that he would get other volunteers to assist him in the whole activity. The event is in the arts and entertainment industry, and it took place in New York City.

**Symptoms that Trigger an Awareness of the Need for Change**

* Lack of a formal training for the staff and supervisor
* General opinion that employees are aware of the need to support the organization and do not need specific instructions to do so
* No code of conduct to guide the behavior of employees
* Lack of business training by the board members
* Inconsistencies in the decisions made by the Board of Directors
* Staffing issues and consistent turnover from volunteers
* Personality and authority conflicts among the volunteers as well as between the volunteers and staff members.
* Poor communication between the Board of Directors, staff and volunteers
* Unresponsiveness and curt treatment by the permanent staff towards the local artists
* External issues that are issues beyond the control of the company

**Diagnostic Model for the Change**

The six-box diagnostic model was a relevant one for the Community Arts Festival case because the entity is lacking purpose, structure, relationships, leadership and suitable mechanisms. The choice of the model was therefore triggered by the inefficiency in the above aspects as is evident from the case. There is a considerable gap which needs an immediate action plan to streamline the operations and minimize future staff turnover for successful operations and goal attainment by the organization. The six-box model addresses the internal issues the team is facing (Yousefi, &Sajadie, 2017). The model will incorporate the six elements that drive organizational success and they include purposes, structure, relationships, rewards, leadership and helpful mechanisms. Assessing the organization through those components will enable me to identify the inconsistencies and gaps in the structure and design of the firm and provide a framework for categorizing the organization’s issues for diagnosis. This will help to facilitate change and bring about future organizational functionality and sustainability.

**Analysis of Organization’s Current State**

The table below provides an analysis of the current functionality of the organization as it relates to the 6 key components of the six-box diagnostic model:

|  |  |
| --- | --- |
| **Elements** | **Current State** |
| Purposes | To promote local crafts and art and offer support to the local artists by providing them with a venue through which they can advertise and sell their work as well as grow their customer base. |
| Structure | There is no formalized organizational structure for efficient delegation of duties. The existing structure is made up of ten appointed positions, which includes three to five permanent staff members. |
| Relationships | No formal system for managing conflicts. Complaints and dissatisfaction among the staff and volunteers are often relayed through the organizational grapevine |
| Rewards | There is no formal incentive system for rewarding the permanent staff and there is also little or no appreciation and support for volunteers. |
| Leadership | The Board of Directors provide leadership. The laisse-faire style of management and poor leadership interaction encourages unethical behavior. The Board members consists of leaders with no experience and competence of running a business. |
| Helpful mechanisms | Lack of mechanisms that bind the organization together. There is no coordination between the staff and volunteers. |

**External Factors that are Impacting Change**

This part will focus on the arts festival industry in general so as to provide a broader picture of the opportunities and threats existing outside the organization.

|  |  |  |
| --- | --- | --- |
| **Environmental Pressures** | **Opportunities** | **Threats** |
| Demographics: culture, people | Diversity of talent  Engaging the youth and men  Increased discretionary income | Erosion of core values  Poor economic conditions |
| Trends: it’s becoming the next big thing | Reward system for volunteers  Program evaluation  Training program for both staff and volunteers | Rapid technological advancements  Imitation threatens authenticity and uniqueness of products and services |
| Competition | Talent at national level  Varied types of festivals that incorporate arts and crafts | Increased popularity for large scale festivals and global events  Little value to communities |
| Mandate: regulatory requirements, social responsibility | Opportunity to engage in social responsibility initiatives | Required traffic plans  Noise regulations |
| Geopolitics: climate change, global economy | Tourism orientation  Exotic items  Generate more income from concessions fees and rent | Extreme weather conditions  Decreased funding  Increased logistics costs |

DEMOGRAPHICS

**Opportunities**

Most people who attend the arts festivals are women and children. However, there is an emerging group of young adult and men who are showing interest in the festivals and these groups are yet to be tapped by the organization. In addition, the older generation of attendees are enjoying high discretionary income and could boost the revenues of the organization if they are reached out. There is also increased movement and interaction of different communities and cultures and this has increased the diversity of talent within the community that the organization can take advantage of (Kuznetsova, 2014).

**Threats**

There are projections for economic downturn given the current market events and this poses a threat to the discretionary income of many attendees. Additionally, the diverse cultural dimensions that are apparent in the new demographics may conflict with the core values of the organization and this means that the firm has to maintain or adjust some of its values to ensure that they reflect the new demographics.

TRENDS

**Opportunities**

There is an increasing use of volunteers in festivals since they contribute a lot to success. Training programs for bot staff and volunteers is an opportunity that should be taken advantage of to enhance the skill set of the organization’s workforce. Volunteers are becoming increasingly appreciated for their efforts and designing an effective reward system such as meal tickets, t-shirts and bags for them is a trend that the organization should not miss out on. Program evaluation is an important opportunity that the organization should consider, as an effective way of assessing the performance of the festivals, getting feedback from volunteer surveys and obtaining useful insights for purposes of making improvements (Kuznetsova, 2014).

**Threats**

Rapid advancements in technology are quickly replacing the refined skills of traditional crafting and with mass production of crafts and arts, the art of block printing will soon fade away. The resultant effect is loss of appeal for traditional art and crafts especially in fabrics. With technology, consumers can easily access, view and even select artistic works and crafts from online stores directly and this limits their interest in attending and accessing such crafts from festivals.

COMPETITION

***Opportunity***

Increased talent at the national and emerging variety of arts festivals are potential opportunities that the organization can take advantage of to build its competitive base and stay abreast with industry trends.

***Threats***

Large scale festivals that place at national and international threaten the popularity of community festivals and failure to give value and account for community festival, which is key player to success of the company can result to lost revenues and collapse of the organization.

MANDATE

***Opportunity***

With more arts festival organizations being mandated to be socially responsible, Community Arts Festival can take advantage of this opportunity to engage in socially responsible initiatives which can increase their public image and attract more attendees (Kuznetsova, 2014).

***Threats***

Strict local regulations such as noise restrictions and traffic flow may hinder full operations of the organization especially when holding such festivals.

GEOPOLITICS

***Opportunity***

With increased tourism activities, the organization should consider making the festivals part of tourism industry. With the enhanced global market, unique and exotic crafts and arts can be brought from outside countries to enhance the festival’s experience and bring a new flavor to the industry.

***Threats***

Extreme weather conditions sometimes hinder full operations of such festivals and this coupled with decreased funding and high logistics costs pose a major threat to the sustainability of the organization (Kuznetsova, 2014).

**Internal Factors that are Impacting Change**

|  |  |  |
| --- | --- | --- |
| **Organizational Pressures** | **Strength** | **Weakness** |
| Growth | Community support  Good plans | Withdrawal by local artists  Unmotivated volunteers |
| Integration and collaboration | Flexibility  Incorporation of volunteers into the workforces | Poor coordination  Inaccessible board members and volunteers |
| Identity | Well known as a venue for local art  A community education center for art | Limited following |
| New broom | New and creative leadership ideas | New appointees in leadership  No cultivation of local artists |
| Power and politics | Longstanding History  Leaders are prominent political figures | Poor use of power  No awareness of changes within the community |

**GROWTH**

Strengths

The organization enjoys a strong support from the community and this is beneficial especially when it comes to getting volunteers and organizing the festivals. There is also evidence of good plans in place to tap talent at the national level and this can help the organization to take advantage of opportunities for future growth.

Weaknesses

Withdrawal from the organization by local artists is a big setback to the growth of the organization as it greatly reduces the funding sources that support the operations of the firm. Unmotivated volunteers may fail to report to work and this may derail the operations of the organization which can in turn impair its growth.

**INTEGRATION AND COLLABORATION**

Strengths

The organization is highly flexible to the changing dynamics of the community as well as the art festivals making it easier for the organization to reflect the tastes and preferences of the local community and the attendees. The ability to incorporate volunteers into the organization’s workforce is a strength that the organization can utilize to increase its workforce base and be able to expand and discharge its tasks with ease.

Weaknesses

Poor collaboration between the board members, the staff, and volunteers hinders teamwork and overall performance of the organization. Poor relationships within the organization impairs productivity of the staff and volunteers which makes it difficult for tasks to be accomplished efficiently. The board members are not easily accessible by the staff and volunteers and this limit sound decision making.

**IDENTITY**

Strengths

The organization is well known for its art festival and always identified as a venue for local art. Many know it as a community center that offers education programs for art and crafts. Its dedication to local arts and arts festivals has earned a positive reputation in the community.

Weaknesses

Its identity is slowly diminishing as it increases its focus to artists at the national level. The fading touch of local arts is becoming a reality as the organization is losing its community following and soon its identity as a community arts center will be non-existent.

**NEW BROOM**

Strengths

The new appointees in the leadership position who are acting as the board of directors have seen the need for change and have come up with new ideas such as incorporating artists at the national level and thus can bring in new talent in the organization.

Weaknesses

The new crew of leaders have no experience in running the business and they don’t see value in supporting and retaining local artists. This can be detrimental to the organization’s identity as a local art venue.

**POWER AND POLITICS**

Strengths

The organization has long history as a community arts festival center since it has been in operation for 20 years. The new leaders appointed in the organization are prominent political figures in the surrounding community and this gives the organization some sense of power.

Weaknesses

Poor use of power by the board members brings about unethical leadership culture in the organization. The new appointees see themselves very powerful and they cannot be reproached in case of conflicts. They are not aware of the changes taking place within the community. Staff members conflict with volunteers in many instances and they see themselves better off than the volunteers.

**Organizational Functions that Impact** **Change**

|  |  |  |
| --- | --- | --- |
| **Organizational functions** | **Strength** | **Weakness** |
| Management | Action plan for sustaining the festival  Well informed supervisor | Poor retention of volunteers  Lack of clear direction |
| Marketing | Long history of being in existence  Social media to enhance awareness | Failure to build local artists  No clear goals to provide direction |
| Accounting/Finance | Education programs  Additional sources of funding | Competition for funds  Loss of local revenue sources |
| Information systems | Functional website | Lack of a detailed database |
| Research and development | Tight coordination with other functions  Knowledgeable staff | Limited funds  Insufficient facilities |

**MANAGEMENT**

Strengths

The organization’s supervisor is well informed of all the aspects of arts festivals right from preparation, timelines, marketing and financing. This provides a focal point for consistent and smooth management. The organization has an established action plan for running the festival and increasing revenue.

Weaknesses

The management function lacks a proper strategy for attracting and retaining volunteers and even local artists. There is clear direction provided by management for running and sustaining the organization. Staff and volunteers need direction, guidance and coaching, which is lacking in this function.

**MARKETING**

 Strengths

The organization has a long history of operation, having been successful for 20 years. It well known and recognized in the community and this makes it easier for marketing activities to be planned and enhanced in a cost-effective way. Informative brochures and an interactive social media ensures constant following.

Weaknesses

Failure to build local artists and their subsequent withdrawal from the organization impairs its marketing efforts and limits funds for marketing campaigns. There are clear goals to drive effective marketing campaigns.

**ACCOUNTING/FINANCE**

Strengths

Diversifying to bring education programs on board provides additional revenue for supporting the festivals. With limited funding from local artists, the function has supplemented the organization’s income by applying for grants and ensuring the funds are received and recorded.

Weaknesses

No strategies have been established to overcome the effect of increased competition for funds. The function has done nothing to establish the case for lost revenue from local artists.

**INFORMATION SYSTEM**

Strengths

Presence of a functional website that facilitates accessibility to vital information sources and tracking of new trends in the industry.

Weakness

No detailed database incorporates comprehensive information of attendees, artists, investors, galleries and small stores that deal with the same products and services.

**RESEARCH AND DEVELOPMENT**

Strengths

Tight coordination of the research and development with other organizational functions ensures collaborative efforts in understanding and looking for new developments and in getting the necessary support. Existence of knowledgeable staff who have skills needed for conducting research.

Weaknesses

Limited funds to support research and development impairs the activities of this function. Lack of sufficient facilities to support research and developmental activities impairs smooth operations of this function.

**Cultural Web of the Organization**

* **The Paradigm**

The main purpose or reason for the existence of the organization is to promote local crafts and art and offer support to the local artists. The organization focuses on organizing art festivals at the community level, showcasing and supporting local art which is in line with its current strategy.

* **Symbols**

The organization is known for its art works, art festivals, art galleries and specialty stores. It is identified as a venue for local art.

* **Power Structures**

The power structures involving political appointees in the Board of Directors are weak given that they are not approachable by junior staff.

* **Organizational Structures**

There is no formalized organizational structure for efficient delegation of duties. The current structure is made up of ten appointed positions, which includes three to five permanent staff members, one of them being a supervisor. The chain of command is also weak since decision making is not well structured and the permanent staff are very few. The staff are supported by the volunteers.

* **Control Systems**

Control systems are not efficient in the volunteer agency since the management has failed to address the volunteer turnover over the years.

* **Rituals and Routines**

The staff is never trained and each employee is expected to understand and know the need to support the organization. There are no specific rules of conduct that guide the behavior of employees and conflicts are often expressed and managed through the organizational grapevine. Teamwork is non-existent in the organization.

* **Stories**

The Board of Directors consists of individuals who support the arts and the community. The organization values support of local artists and local talent.

**Diagnosis of Structural Dilemmas**

There are various structural dilemmas evident in the case of this organization that need to be diagnosed for the organization to run smoothly. To diagnose these structural dilemmas, the leadership of the organization should be reframed to the center as opposed to being at the top. Emphasis should be placed on lateral relationships and communication rather than hierarchy. The organization should move from a state of goalless to goal bound and interdependence should be preferred over excessive autonomy. Emphasis should be placed on teamwork rather than on individualism.

**Assessment of the Organization’s readiness to Change**

The Board members are already aware of the need for change. There are various elements, in terms of strengths and weaknesses that support the organization’s readiness to change. The strengths that support the readiness to change include the organization’s new leadership, flexibility to changing dynamics of the community and a realistic plan for tapping talent at the national level.  While the weaknesses that support the readiness to change include diminishing identity as a local arts center, withdrawal by local artists, lack collaboration and unmotivated volunteers. The opportunities and threats are beyond the control of the organization and the organization only needs to take advantage of opportunities and overcome the threats in its change strategy.

**Recommendation for Change**

An analysis of the organization's situation has revealed that they are ready to change their structure and operations to reduce staff turnover which tainted its reputation. First-order changes are required such that all employees are treated equitably. Volunteers need to be given an opportunity in making decision and contributions in the organization. The board structure could be reviewed such that its members are friendly to interact with and propel the entity business to greater heights. The primary change recommendation is the style of leadership such that an alternative of them is adopted depending on the situation (Chase, 2013). The dynamic nature of businesses requires a mix of transformational, charismatic, people-oriented, participative leadership styles. To achieve success, all participants should work as a team with a common goal and initiate training programs to equip staff with exceptional skills in the industry.

**Implementation Plan**

|  |  |  |
| --- | --- | --- |
| Activities | Responsible parties | Timeframe |
| Identification of problems and opportunities that call for a change in leadership | Board of directors | 9/20/2017- 9/21/2017 |
| Forming the team to lead the change in leadership style | Supervisor | 9/22/2017- 9/24/2017 |
| Create the vision for a change in leadership style and forming strategies to deliver the change in leadership style | Board members | 9/25/2017- 9/27/2017 |
| Communicate the vision for adopting good leadership styles | Board members and supervisors | 9/28/2017- 9/30/2017 |
| Modify the systems and structures to support different leadership styles and eliminate obstacles to change | Board members | 10/1/2017- 10/20/2017 |
| Plan for and create short-term wins to reward good leadership | Board members | 10/22/2017- 10/23/2017 |
| Train more staff to support the new leadership strategy | Training team | 10/24/2017- 10/31/2017 |
| Ensure leadership development and succession planning | Board members | 11/1/2017- 11/15/2017 |

**Plan to Address Resistance**

Any resistance that can impair the change efforts must be identified and addressed in line with the following scheme:

|  |  |
| --- | --- |
| **Key Areas of Resistance** | **Actions to Address Resistance** |
| Influential leaders who cannot be managed | Co-optation |
| Fear of the unknown | Involvement and participation |
| Lack of information and misunderstanding | Communication and education |
| Powerful directors who feel their interests are at risk | Negotiation |

**Lessons Learned**

I have erudite that change is an essential part of any organization and given today’s dynamic and fast-paced business environment, change is inevitable. An organization cannot be able to cope with the external or internal pressures unless it reviews and modifies the existing structures, systems, culture, procedures and processes. Therefore, the Community Arts Festival cannot transform into a successful organization unless it embraces change.

**Image of Change Management**

The image of change management that I am using is management as shaping. This image is appropriate to this case because it is clear that both the staff, volunteers and board members need to be shaped and enhanced so that their capabilities can be improved. This image supports a participative style of management where involvement of leaders and employees in decision making is encouraged (Palmer, Dunford& Akin, 2009). It is clear that in the Community Arts Festival organization, the board members and staff don’t relate well and the staff and volunteers have poor interpersonal relationships and this image of change will be instrumental in transforming the organization through collaborative efforts and building leadership capabilities that can drive organizational success.

**Conclusion**

The internal and external analysis of the case has been made before formulating initiatives for solving the problem. Implementation will be specific such that each effort is addressed individually before an evaluation of the outcome is done. Things need to be done differently and innovatively since the arts and entertainment industry is dynamic hence the need to adopt different structural strategies depending on the circumstance at hand. Implementation and evaluation will, therefore, be the next steps since as a consultant I have provided the case for change by the organization.

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