

“Triumph or Tyranny: An Ethical Perspective on Implementing Organizational Change”

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Abstract:

Organizational change is inevitable and presupposed to be positive. Unfortunately, many leaders develop brilliant change plans that ultimately result in little meaningful positive change due to failures in the implementation process. Successive waves of unsuccessful change often leave employees stressed, disengaged, and cynical. Even so, many executives seem ethically ambivalent to the negative consequences employees experience in the wake of change. We argue that it is an ethical imperative for leaders to engender commitment, instead of compliance, to organizational change. Moreover, we investigate the antecedents to commitment to organizational change in two contexts. Our samples obtained from two cultures show that enhancing employee change efficacy, reducing cynicism about change, and furthering coping with change would help to build such commitment.