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TOOLKIT EXERCISE 4.4 (PART 1)

**Vision statement:** We at Corporation for Better Housing (CBH) strive to be the leading organization in our Industry. We provide the best in high-valued and reliable services to exceed our customer’s needs through knowledgeable employees.

**1. What is the gap between the present state and the desired future state?**

The gap between the present state and the future state is the focus is now geared towards the need of the customers. The changed vision statement is geared around the needs of the tenants and what makes them feel comfortable in the privacy of their own homes. As a property management company, they want to have fewer amounts of vacancies so they can receive the maximum profit. On the contrary, CBH has a mission that is used to help keep the company structured and focused with cultural competency in mind.

**2. How strong is the need for change?**

The need for change within CBH is vital. CHB promises to keep all of families in the community safety while staying with them. If you ask the community how safe they feel they will probably say not very safe. While doing community services for the property I work at, tenants come to the front office to complain about the tagging being done overnight. Other complaints that tenants have are that cars are being broken into. Usually these incidents happened when the office is closed and so property management aren’t able to really pin point those who are the cause of such vandalism. An additional safety hazard that tenants complain about as far as safety is that the security gates on every entrance doesn’t work properly. What is the purpose of having doors on a property if they don’t work? The security doors kind of defeat the purpose of being put into place and what they are used for.

**3. What is the source of this need? Is it external to the organization?**

I believe the problem of having someone secure the premises after business hours is a more internal issue. I think if the property wanted a security guard they could hire one or even two for each property. The organization must think if they need a security guard that is armed or unarmed, which the wages are different. The organization could also consider hiring someone through CBH or they could hire external. Hiring externally could raise problems because the vision is not the same so they way situation will be cared out might be different.

**4. Is there tangible evidence of the need for change in that there is concrete evidence of the need or a crisis situation that demonstrates the need for change?**

The only tangible evidence that I can think of is the broken security gate allowing access to the private property. Also, other tangible items are those that are being stolen from tenants living on the property. Because of the crisis of tenant’s not feeling safe on the property has caused tenants to look for more secure property management companies. With the new vision statement, customer service oriented employees are the culture at the organization.

**5. If the change does not occur, what will be the impact on the organization in the next 2 to 6 years?**

As for the next 2 to 6 years, if the change doesn’t happen tenants will begin to look for more secure places to live. Another problem I see in the next 2 to 6 years is the vacancy rate will increase for CBH. If CBH doesn’t fix the problem sooner than later, the banks will want to inquire about the vacancies for the organization. Also, tenants may become subject to being harmed by those outsiders that come onto the property.

**6. What is the objective, long-range need to change?**

CBH needs to have objectives that will help make the transition of change easy for tenants as well as employees. Some objectives to reach the new vision statement would be to have a security check every hour on the hour around the property to ensure that everything is running smoothly and nothing is damaged or tampered with. Also, CBH needs objectives that will improve community relationships which will eventually improve neighborhoods. Maybe if CBH creates a neighborhood watch team that is able to help catch those individuals who are violating the property.

**7. Return to the change vision you developed in Exercise 4.2. Does it capture a sense of higher-order purpose or values that underpin the change and communicate what the project is about?**

I believe the new vision does require higher-order purposes. Management must understand the need of the tenants and be sure to me the need of the customer. If customers feel safer with a security guard why not hire one to patrol the premises.

**8. Explain how the vision links the need for change.**

The new vision links with the need for change because with a security guard on the premises, the number of houses and cars that are being broken into will decrease eventually. The new vision meets the need of the customer. When you have a happy tenant they will be willing to pay rent on time, at the same time tenant’s and employees build a rapport with each other.

O’NEILL FBI CASE (PART 2)