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Organizational Analysis

University of Kansas

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Introduction

In the following organizational analysis, Planned Parenthood of Kansas and Mid-Missouri (PPKM) will be examined. Management practices of the organization will be discussed and critiqued. The organizational climate will also be analyzed, as well as the organization's diversity orientation. Lastly, the analysis will conclude with a brief summation of major points.

[Good intro.](#)

Organizational Setting

Planned Parenthood of Kansas and Mid-Missouri (PPKM) is a non-profit organization dedicated to providing quality, affordable reproductive health care, responsible sex education, and advocacy for public policies that guarantee reproductive rights. The mission of PPKM is *to ensure that every individual has the knowledge, opportunity, and freedom to make informed private decisions about reproductive and sexual health*. PPKM programs strengthen families, enhance quality of life, and empower individuals to make informed decisions about their health. PPKM has provided access to reproductive health care services and education to women and families in the Kansas City area since 1935. PPKM serves over 36,000 women, men, and youth each year through direct health care services and educational programming. Throughout Kansas and Mid-Missouri, PPKM operates a total of 12 clinics. [Good.](#)

In terms of demographics in the clinic setting, clients seeking services from Planned Parenthood of Kansas and Mid-Missouri (PPKM) tend to be disproportionately female. Moreover, less than 13% of female clients are registered for Medicaid, which suggests most clients pay for services out of pocket. The race/ethnicity of clients include White-Non Hispanic, Black-Non Hispanic, Asian/Pacific Islander-Non Hispanic, White-Hispanic, Asian/Pacific Islander-Hispanic, American Indian or Alaska Native-Hispanic, Black-Hispanic, American

Indian or Alaska Native-Non-Hispanic, as well as a those who classify their ethnicity as unknown. [Good.](#)

Demographically, clinic staff is largely female. Depending on the location of the clinic, race/ethnicity of clinic staff varies. The administration staff's race/ethnicity consists of Latino, African American, and Caucasian staff. The age of the administration staff is more varied ranging from college graduates to those reaching retirement. Administration staff is also composed of men. [Interesting.](#)

Management Practices

Presently, Planned Parenthood of Kansas and Mid-Missouri (PPKM) utilizes a combination of bureaucratic management theory and participative management theory practices (Weinbach, 2003b). After observing the management practices of the agency, a number of features from these two management theories emerge. For instance, in the case of bureaucratic management, the vertical organizational hierarchy at PPKM is easily detectable after spending only a short time in the organization. Because PPKM operates in a hostile task environment, efficiency and control is essential (Weinbach, 2003a; Weinbach, 2003b). [good.](#)

Consequently, Planned Parenthood of Kansas and Mid-Missouri (PPKM) uses bureaucratic management as a tool to respond to its hostile task environment (Weinbach, 2003b; Weinbach, 2003a). A perfect example of this practice is the way in which PPKM responded to the recent situation created by Kansas Attorney General Phill Kline. When Phill Kline subpoenaed the full medical records of a number of PPKM's patients to supposedly investigate and to prosecute cases of child rape, PPKM was not naive to this supposed intent. PPKM is very aware that if the Attorney General is granted access to the records of these women, he will be looking to prosecute PPKM for any possible error.

Nevertheless, limitations of bureaucratic management exist. According to Weinbach (2003b), the very functions that are designed to make a bureaucratic system efficient can ultimately lead to its demise. Job descriptions can become too rigid, documentation can become time consuming, stability can lead to conformity and to a lack of creativity, job security can lead to apathy, and the list goes on (Weinbach, 2003b). [Is this a problem for PPKM? An example would have helped.](#) Additionally, Weinbach (2003b) points out that goal displacement often occurs in bureaucracies where employees lose sight of organizational goals, and instead the processes to achieve the organizational goals actually become stated goals in themselves. Currently, the volunteer program at Planned Parenthood of Kansas and Mid-Missouri (PPKM) is experiencing goal displacement. [Good!](#) While the larger goal is to efficiently utilize volunteers, the focus of the program has actually become maintenance of the volunteer database and volunteer reporting.

Participative management practices are also in place at Planned Parenthood of Kansas and Mid-Missouri (PPKM). PPKM utilizes a team approach to address many issues in the organization and to come to many decisions (Weinbach, 2003b). In fact, “team” is often used to describe groups within the organization, such as the management team or the volunteer management team. Often the salutation of email communication is simply addressed, team.

[Good.](#)

However, participative management can be overused or used improperly which is a major limitation of this theory (Weinbach, 2003b). According to Weinbach (2003b), managers often overlook the “zone of indifference” of individual employees when it comes to using participative management. At times, employees simply do not have an opinion about a decision and prefer for managers to make the decision for them (Weinbach, 2003b). Moreover, participative

management is misused when decision making is restricted, and realistically there is a certain decision that must be reached (Weinbach, 2003b). An additional limitation is blurring of the manager's role (Weinbach, 2003b). When used in excess, the manager may be viewed as lacking the necessary skills to be an effective leader.

For example, (By adding this, it connects the theory stated above to the practice which follows.)At Planned Parenthood of Kansas and Mid-Missouri (PPKM), a team formed a short time ago to discuss and to address employee recognition and employee morale in External Affairs. This group calls itself "Team Fabulous," which reflects the commonality of participative management in the organization. While this team came to several decisions regarding concrete activities for employee morale and ideas for employee recognition, the leader took the team approach too far by actually having the team go shopping as a group for recognition trinkets. At this point, it was unnecessary for the entire group to reach a unanimous decision regarding whether to purchase, for example "great job!" stickers or "super!" stickers. The zone of indifference is applicable to this situation. The leader could have easily selected these items on her own or appointed a team member to select and to purchase the items. The team shopping trip is an example of excessive and improper use of participative management.

Excellent example!

Alternative management practices. Because Planned Parenthood of Kansas and Mid-Missouri (PPKM) is faced with a hostile task environment, it is necessary to maintain certain elements of bureaucratic management. On the other hand, participative management is used in excess at PPKM. As Weinbach (2003b) indicates, "Participative management can create an environment of uncertainty..." (p. 65). At times, employees need their managers to make decisions rather than to ask a group to come together, discuss the issue, and make a decision.

As a result, a combination of bureaucratic management and contingency approaches to management will better serve PPKM. Contingency approaches allow for greater flexibility in decision making (Weinbach, 2003b). Because this approach argues “different situations require different decisions and managerial behaviors,” it is better suited for the environment at PPKM (Weinbach, 2003b, p. 63). [Good.](#)

Organizational Climate

Planned Parenthood of Kansas and Mid-Missouri (PPKM) is a mission driven organization. It focuses much energy on fighting to keep its doors open to provide services to clients. In essence, this organization is grounded in the belief of accessibility of services. Moreover, PPKM values medical privacy, informed decision making, and individual freedom to make personal decisions about reproduction. In terms of education, PPKM values access to information and values comprehensive, medically accurate sex education.

According to Taylor and Giannantonio (1993), Planned Parenthood of Kansas and Mid-Missouri (PPKM) is a combination of a fortress career system and a baseball team career system. PPKM closely identifies with the fortress career system’s reactor strategy. This strategy is common in organizations with “little control over critical resources”, and is the closest typology for PPKM in terms of strategy and human resource needs (Taylor & Giannantonio, 1993, p. 464). With the current political climate and with new restrictive legislation drafted daily, PPKM does its best to continue to provide services to clients with more regulations and with fewer resources. As PPKM is constantly responding to a hostile task environment, it seeks employees with a combination of general skills who will remain loyal through the chaos (Weinbach, 2003a; Taylor & Giannantonio, 1993). However, PPKM does seek employees with specialized skills in upper management, such as for the position of Chief Financial Officer. [Good.](#)

On the other hand, Planned Parenthood of Kansas and Mid-Missouri (PPKM) identifies more closely with a baseball team career system for the major activities of formation, adaptation, and termination (Taylor & Giannantonio, 1993). External recruitment is generally used to fill open positions at PPKM, similar to what is emphasized in baseball team career systems (Taylor & Giannantonio, 1993). While internal recruitment occurs at PPKM, the primary method to fill open positions relies on going outside the organization. [Good.](#)

Additionally, fortress career systems tend to have minimal interest in the selection process, which is untrue of the practices at Planned Parenthood of Kansas and Mid-Missouri (PPKM). However, baseball team career systems view selection as critical (Taylor & Giannantonio, 1993). Because of the nature of services provided by PPKM, selection of new employees is taken very seriously, and candidates are vigorously screened. [Good.](#)

The active environment at Planned Parenthood of Kansas and Mid-Missouri (PPKM) does not allow the organization much time to help employees adapt to their environment. Employees are either able to keep up with the fast paced environment or they are not. As Taylor and Giannantonio (1993) point out, the club and academy are the more likely career systems to attend to the adaptation process of new employees. It is no wonder then that turnover is likely in this type of system (Taylor & Giannantonio, 1993). Although, it is important to keep in mind that the hostile task environment and external forces factor into the adaptation and termination process at PPKM. [Excellent analysis!](#)

Diversity Orientation

At this time, Planned Parenthood of Kansas and Mid-Missouri (PPKM) is not fully aligned with either a diversity orientation or an identity-blind approach (Richard & Johnson, 2001). In fact, it lies somewhere in the middle. For instance, PPKM has a stated belief in

diversity and in terms of hiring, PPKM seems to seek out diverse applicants. However, diversity is not presently an organizational objective. Instead, it is more fitting to say the organization is moving in that direction. [Good observation.](#)

Since August, Planned Parenthood of Kansas and Mid-Missouri (PPKM) has hired a Latina Community Liaison and has hired a Bilingual Educator. Both were hired in an effort to expand services to the Latino community. Nonetheless, it seems the Bilingual Educator has assimilated into the organization's identity blind approach to diversity (Richard & Johnson, 2001). On the other hand, the Latina Community Liaison has refused to accept the organization's identity blind approach to diversity management and has developed diversity initiatives for the organization. Because the liaison has not assimilated as the educator has, individual employees have difficulty understanding where her work fits in the organization. This indicates that the organization is not conveying diversity as an organizational goal (Richard & Johnson, 2001). [Excellent.](#)

After hiring additional staff to help expand services to the Latino community, the Board of Directors has shifted the organization's focus toward building a second clinic in Wichita. As a result, all development and fundraising activities are focused on raising funds for the new clinic. The new budget has been approved and the focus to expand services to the Latino community has been muddled. Moreover, the Latina Community Liaison is a grant funded position and no monies have been allocated to continue funding this position when the grant cycle ends. [Too bad. Thanks for bringing this example to class last week!](#)

Because Planned Parenthood of Kansas and Mid-Missouri (PPKM) is more closely aligned with an identity-blind approach, strategies to create a more diverse orientation in the organization include implementing diversity training and meeting "quotas" in hiring. Obviously,

Planned Parenthood of Kansas and Mid-Missouri (PPKM) has room for growth, but with the help of visionaries like the Latina Community Liaison, progress in the arena of diversity is sure to come. [Excellent analysis.](#)

Conclusion

Summation. Planned Parenthood of Kansas and Mid-Missouri (PPKM) provides quality, affordable reproductive health care, responsible sex education, and advocacy for public policies that guarantee reproductive rights. PPKM's management practices reflect a combination of bureaucratic management theory and of participative management theory, though participative management is often used in excess. Moreover, the organizational climate of PPKM is value laden. In fact, PPKM has a strong belief in accessibility of services.

Employment activities at PPKM are a blend of a fortress career system and a baseball team career system. However, the hostile task environment and other external factors impact these activities. Furthermore, the organization's current diversity practices are more closely aligned with an identity-blind approach. In truth, there is a clear disconnect between the Board of Directors and employees in terms of expanding diversity in the organization. [Excellent summary.](#)

Impact on learning. Applying the course readings and materials to field practicum aids in comprehending what can at times be obscure concepts. Discussing the readings in class and applying them in course assignments is especially helpful. Now that this analysis is complete, this author has more knowledge with which to analyze any organization in the future. [Good.](#)

References

- Richard, O. C., & Johnson, N. B., (2001). Understanding the impact of human resource diversity practices on firm performance. *Journal of Managerial Issues*, 13(2), 177-195.
- Taylor, M. S. , & Giannantonio, C. M. (1993). Forming, adapting, and terminating the employment relationship: A review of the literature from individual organizational, and interactionist perspectives. *Journal of Management*, 19(2), 461-515.
- Weinbach, R. W. (2003a). The Context of Human Services Management. In *The social worker as manager: A practical guide to success* (4th ed., pp. 21-45). Boston: Allyn & Bacon.
- Weinbach, R. W. (2003b). Historical Origins of Current Management Theories. In *The social worker as manager: A practical guide to success* (4th ed., pp. 47-70). Boston: Allyn & Bacon.

You did a great job on this assignment. You captured the essence of what is happening at your agency and presented the information in a thoughtful and concise manner. It also seems like you learned a great deal about your organization, using the theories discussed in class. Great job! Grade = 98