



Change Management

Change Management: a process in which an organization introduces and implements change so that it can create better approach/es to achieve its organizational goals.

Why is it important in developing an organization?

- It involves managing people and processes to make sure organizational transitions smooth for achieving its goals.

Change Management(Ctnd)

Change management (CM) is the method by which an organization communicates and implements change.

This includes a structured approach to managing people and processes through organizational change.(IBM)

19th March, 2024(Alexandria Iacoviello, Amanda Downie)

<https://www.ibm.com/topics/change-management>



Change Management(Ctnd)

Reference:

<https://www.ibm.com/topics/change-management>

Change Management(Ctnd)

Views or Theories of Change Management

Kotter's

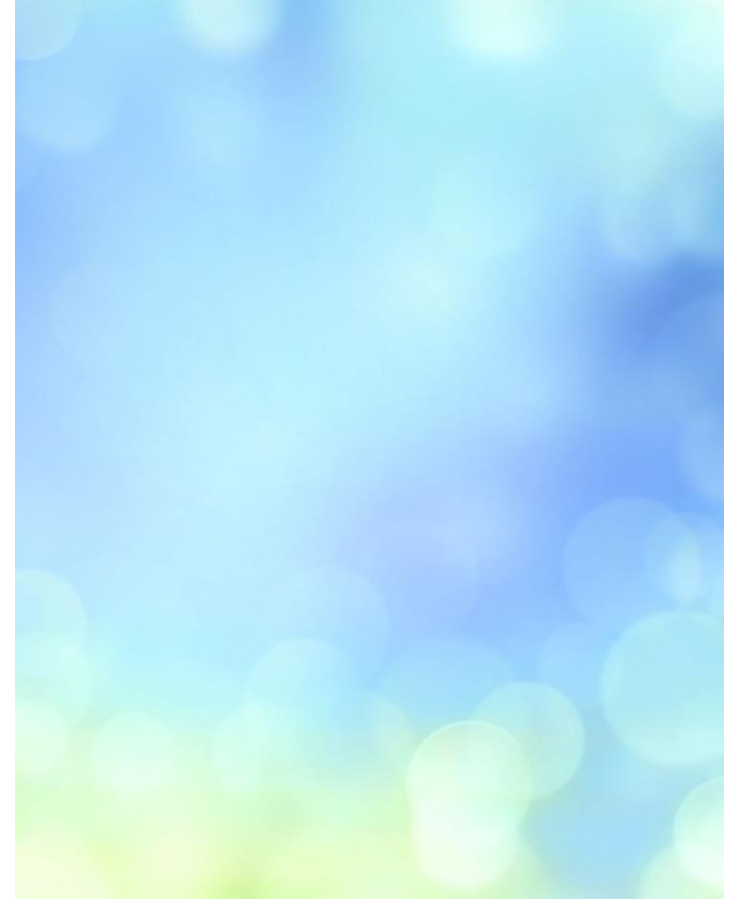
“8-Step Process for Leading Change”

John Kotter, a Harvard professor, created his process for professionals

that are tasked with leading change.

He collected the common success factors of numerous change

leaders and used them to develop an eight-step process:



Kotter's 8 Step Model(1996, 2014)

Creating	Creating a sense of urgency for change
Building	Building a guiding a coalition
Forming	Forming a strategic vision and initiatives
Enlisting	Enlisting a volunteer army
Enabling	Enabling action by removing barriers
Generating	Generating short-term wins
Sustaining	Sustaining acceleration
Instituting	Instituting change(Kotter, 1996 & 2014)

Kotter's Model



REFERENCE:



[HTTPS://WWW.IBM.COM/TOPICS/CHANGE-MANAGEMENT](https://www.ibm.com/topics/change-management)

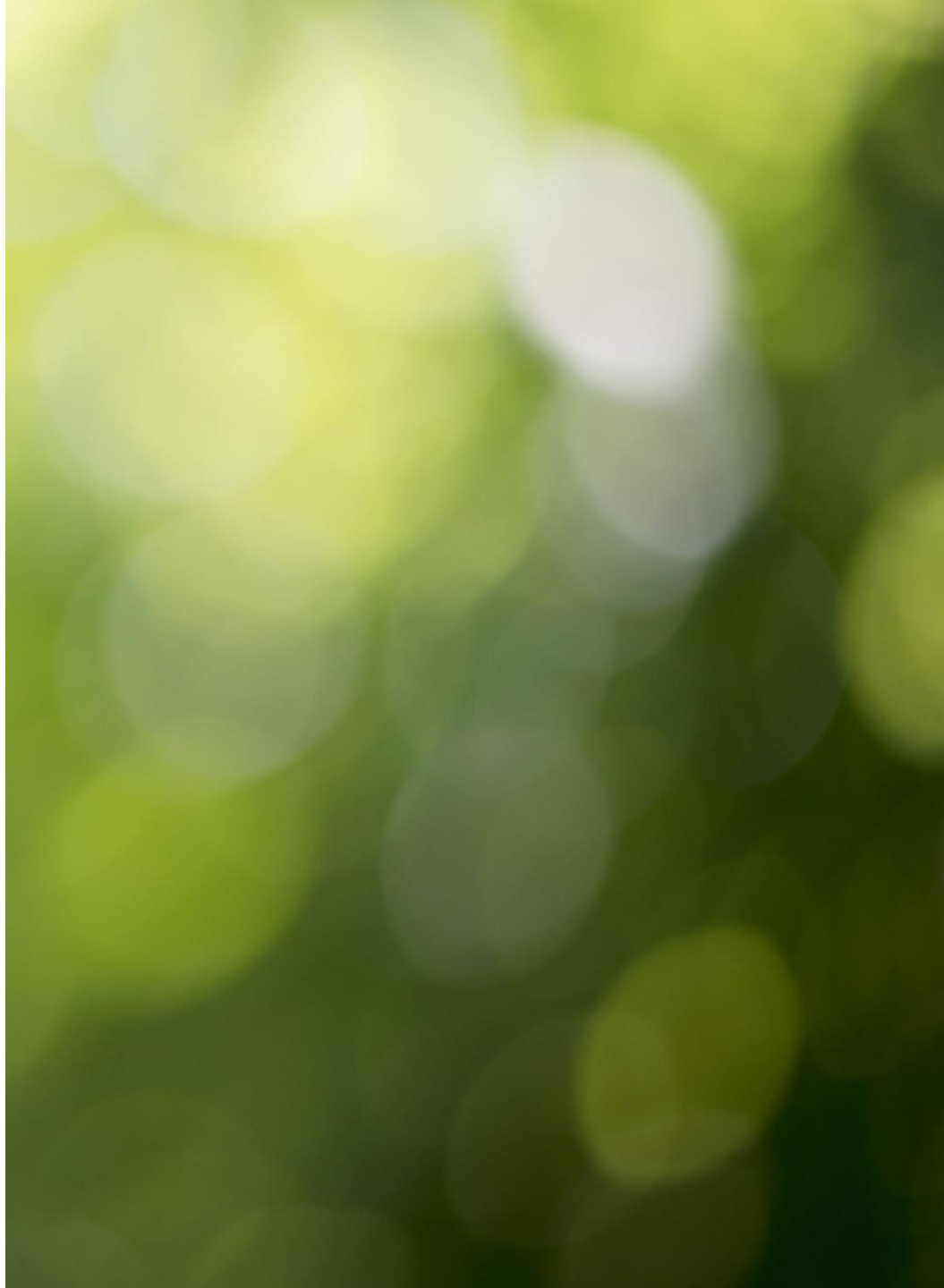
Lewin's Change Theory(1940s)

Lewin's Change Management Model,

developed by Kurt Lewin in the 1940s,

remains relevant today.

It consists of three stages:

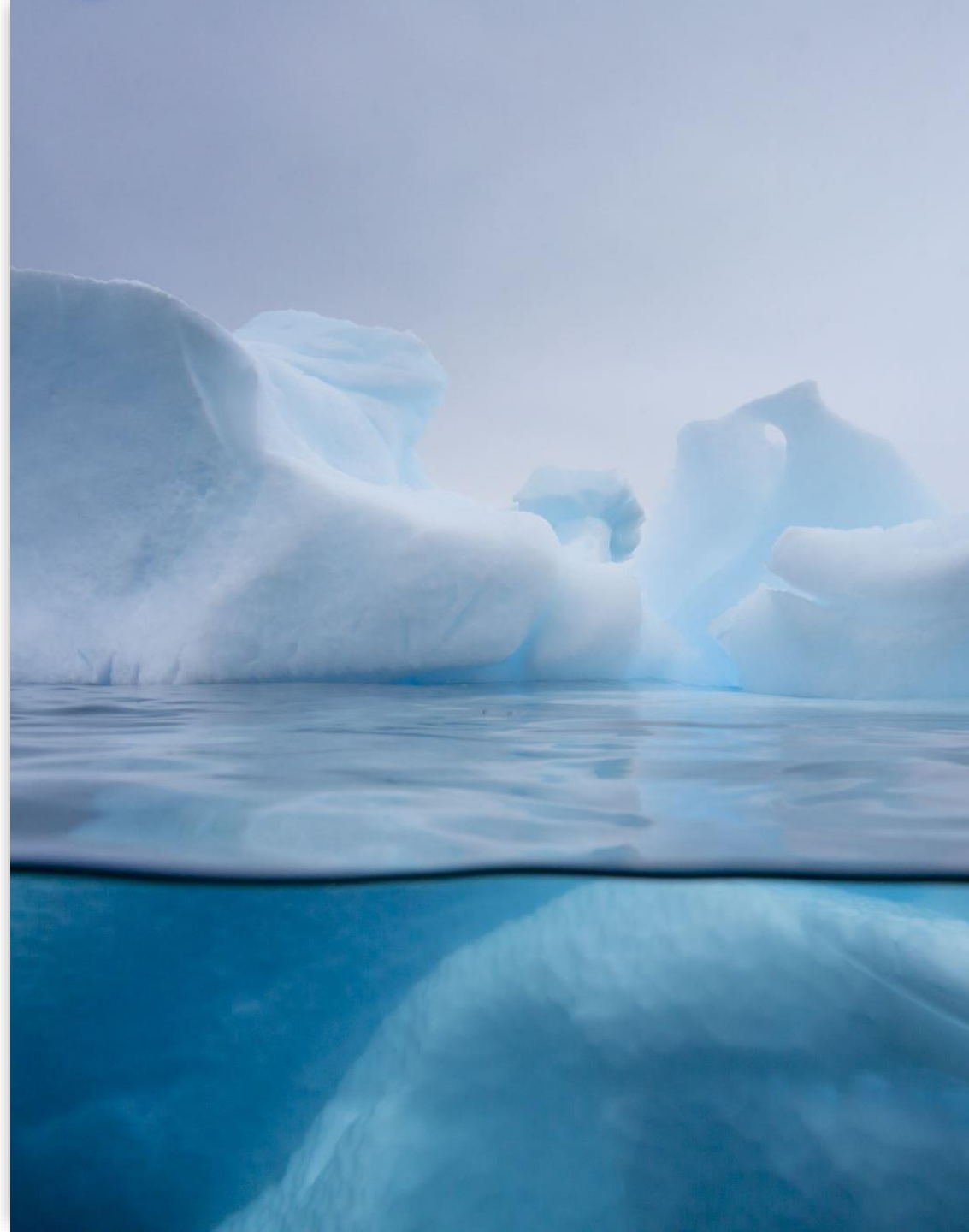


Lewin's Change Theory(1940s)

1. Unfreeze:

In this stage, organizations or individuals recognize the need for change and prepare to let go of existing behaviors or structures.

It's like melting a block of ice to make it malleable.



Lewin's Change Theory(1940s)

2. Change:

- This phase involves implementing the desired changes.
- It's akin to reshaping the melted ice into a new form.
- During this stage, new practices, processes, or behaviors are introduced.

Lewin's Change Theory(1940s)



Refreeze:



After successful change,



the organization or individual solidifies the new state.



Think of it as refreezing the reshaped ice.

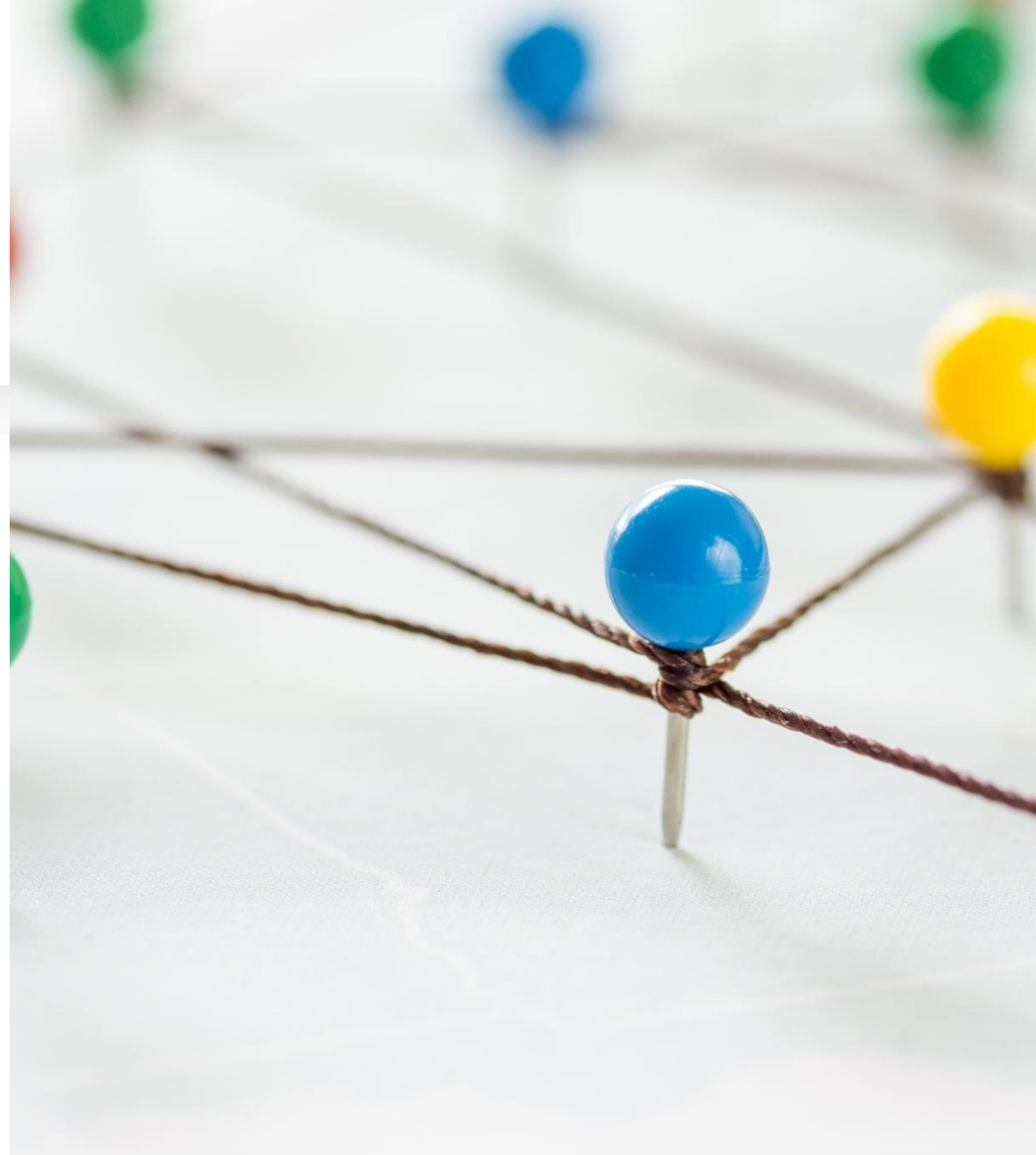


Stability is restored and the new practices become the norm.

Lewin's Change Theory(1940s)

- Reference:

<https://www.bing.com/search?PC=ED25&FORM=ED25DF&q=change+management+framework&showconv=1>



Contingency Model of Change Management: Dunphy and Stace's Model of Change

an extended version of Lewin's
three step

Dunphy and Stace (1988, 1992
and 1993),

explained

the process of change from the
transformational

organization perspective.



Dunphy and Stace (1993)

- a situational or contingency model of change
- emphasized on the fact that
- organizations should vary their change strategies
- in accordance with the environmental changes for arriving at an 'optimum fit'.

Contingency Model (Cntd)

organizations differ in terms of structure, processes and key

values which they espouse

the organizations may not be influenced by the similar

situational variables.

Contingency Model (Cntd)

depending upon the environment, both the managers as

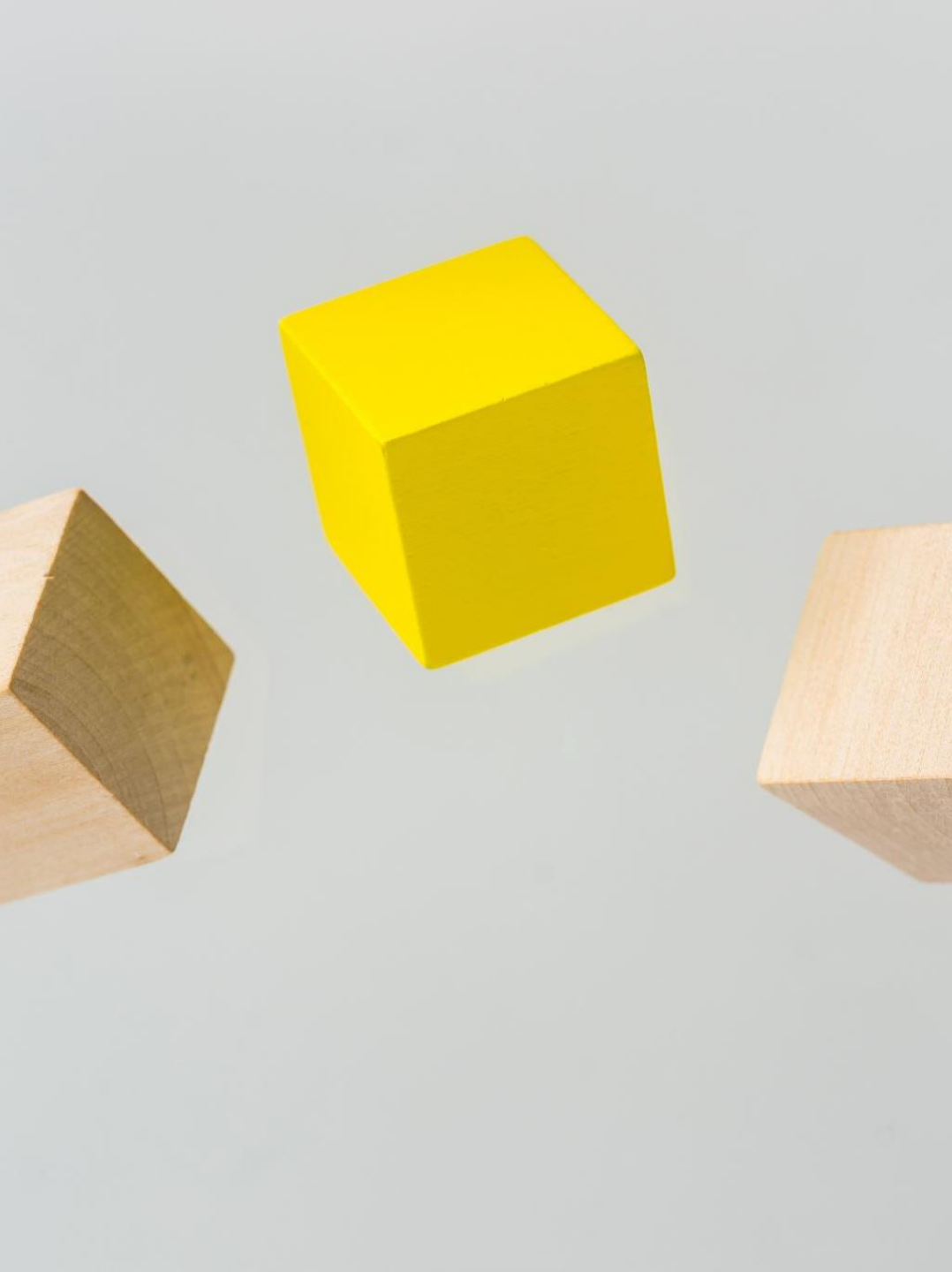
well as the change agents

should vary their change strategies

focus on the environmental factors as well as

the forces of leadership which play a crucial role in any

change process.




Four Categories of Contingency Model

- **four different types:**

1. Fine Tuning
2. Modular Transformation
3. Incremental Adjustment
4. Corporate Transformation



Dunphy and Stance (Cntd)

- Both the authors reckoned that
 - the change need not only happen on an incremental basis
 - But on a radical or discontinuous basis.
 - They equally highlighted that
 - the transformational change could be both consultative as well as coercive in nature.
- 



Dunphy and Stace Described 4 Styles of Leadership

1. Collaborative Style:

- attracts large scale participation from the employees of the organization in the important decisions
- related to the future and equally related to the method for implementing organizational change.

4 Styles of Leadership (Cntd)

2. Consultative Style:

The Consultative Style of leaders
consult the employees

before implementing organizational
change

by involving them little in the process of
goal setting

related to their area of expertise.

4 Styles of Leadership

(Cntd)


3. Directive Style:

- involves least participation from the employees
- in the decision-making process related with the organizational future,
- this kind of leadership uses authority for
- implementing vital decisions related to the organizational change.



4 Styles of Leadership (Cntd)

4. Coercive Style:

- exercises coercion or force for implementing organizational change
 - on the members of the organization either by involving the outside parties or involving the managers/executives in the process.
- 

4 Styles of Organizational Change

1. Incremental change:

when an organization is already maintaining its best fit and

require small changes in certain parameters.

Hence the change need not be implemented rapidly or

abruptly to ensure smooth organizational transition.

4 Styles of Organizational Change

2. Transformational change

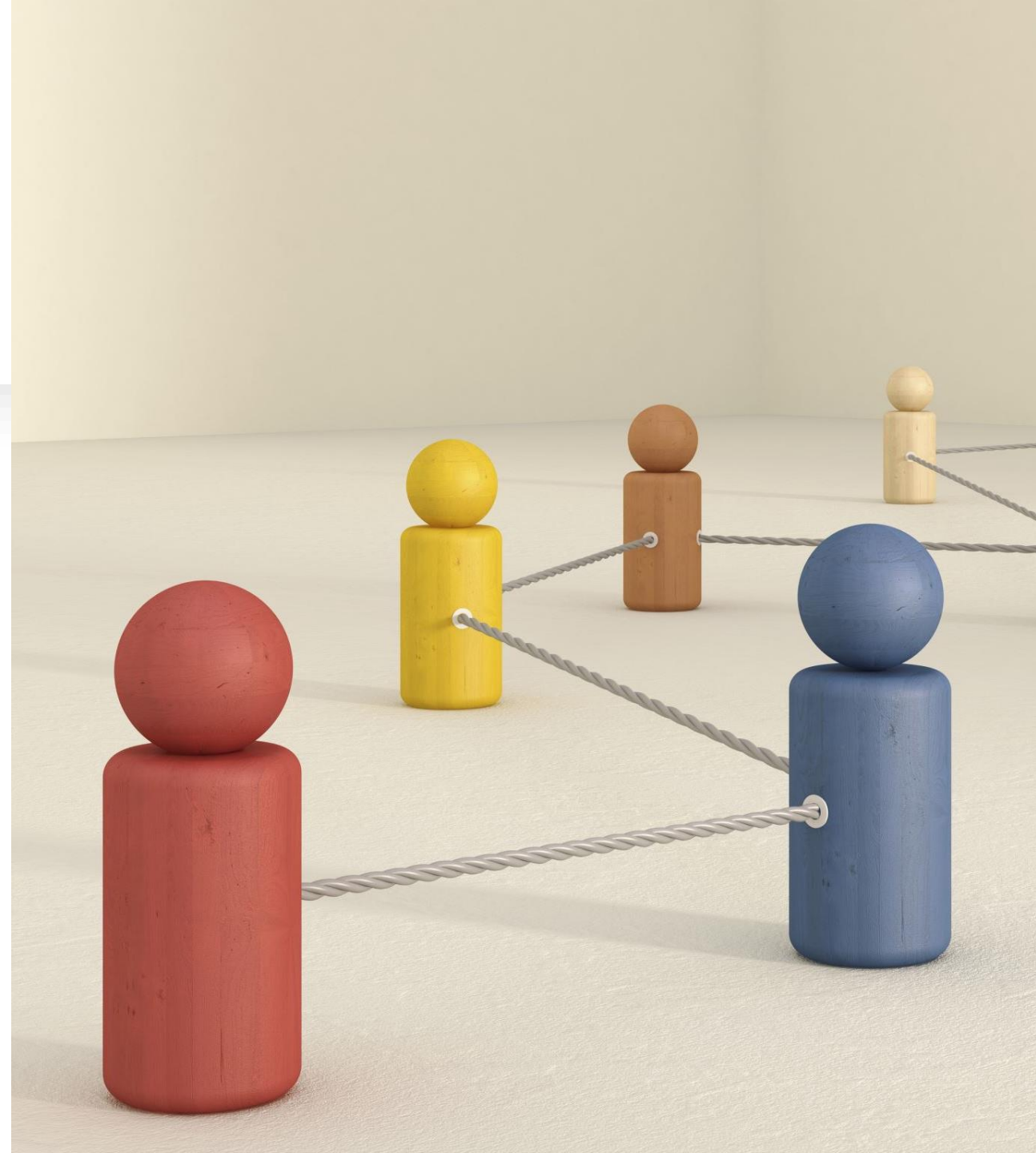
situations when an organization is faced with a position of disequilibrium or is out of the fit,

a quick action is needed or transformational change is required for ensuring the survivability of the organization.

4 Styles of Organizational Change

3. Collaborative mode

- situations when the target employees or the interest groups
- support and cooperate
- in the entire process of change and
- no oppositions are being met with in the ensuing process.



4 Styles of Organizational Change

4. Coercive modes:

useful if at all any
change faces large-
scale opposition

from the target
interest groups.

Reasons of Resistance For Change

- **Agocs, 1997**, organizational resistance
- involves all the organizational behavioral patterns
- which impede or undermines change.

(<https://www.managementstudyguide.com/reasons-for-resistance-to-change.htm>)

Resistance for Change

A mild degree of resistance to

change is considered

positive as it provides a great

extent of behavioral stability


as well as predictability

Rational and Irrational Resistance

Individual Resistance to Change
can be classified into the

following categories as below:

Rational vs. Irrational Resistance



Rational and Irrational Resistance (Cntd)

- **de Jager, 2001**, Rational or Irrational Resistance to Change can be defined as merely a perceptual process.
- Irrational resistance to change does not find too much of a
- mention in the change literature. Hence the irrational
- resistance does not have a clearly defined definition.
- Irrational resistance can only be felt or usually expressed in
- various behavioral forms.



Rational and Irrational Resistance (Cntd)

- Rational Resistance to Change
 - is backed by logical argument, justification or
 - a reward which can bring about the change.
-

References:



Management Study Guide Content Team



<https://www.managementstudyguide.com/contingency-model-of-change-management.htm>



Salient features of 5 types of change

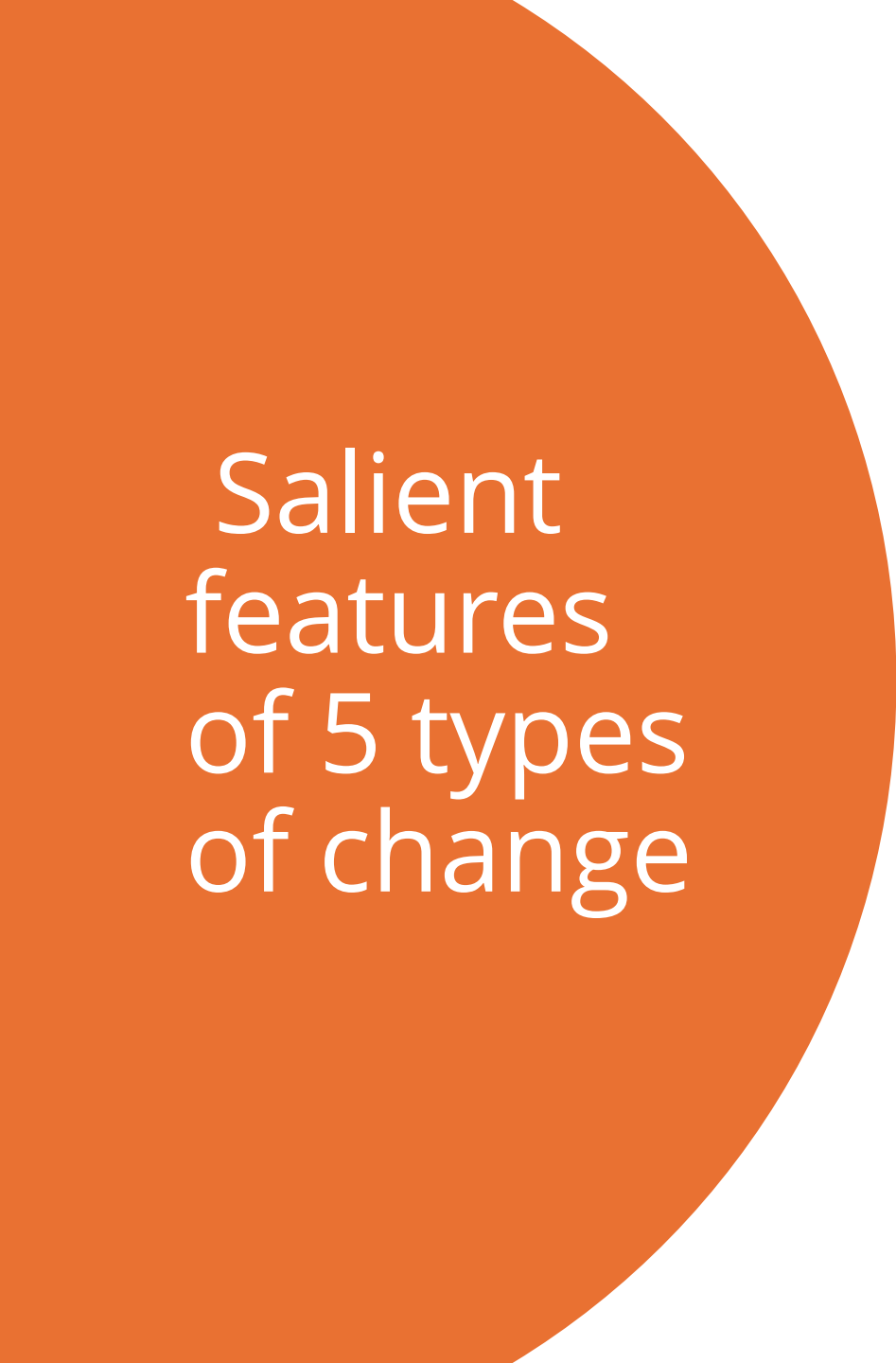
1. Taylorism (Frederick W Taylor):

- Usually avoided, and small

- adjustments are made.

- results in lower organizational

- performance

A large orange circle is positioned on the left side of the slide, partially cut off by the edge. It contains white text.

Salient features of 5 types of change

2. Developmental Transition:

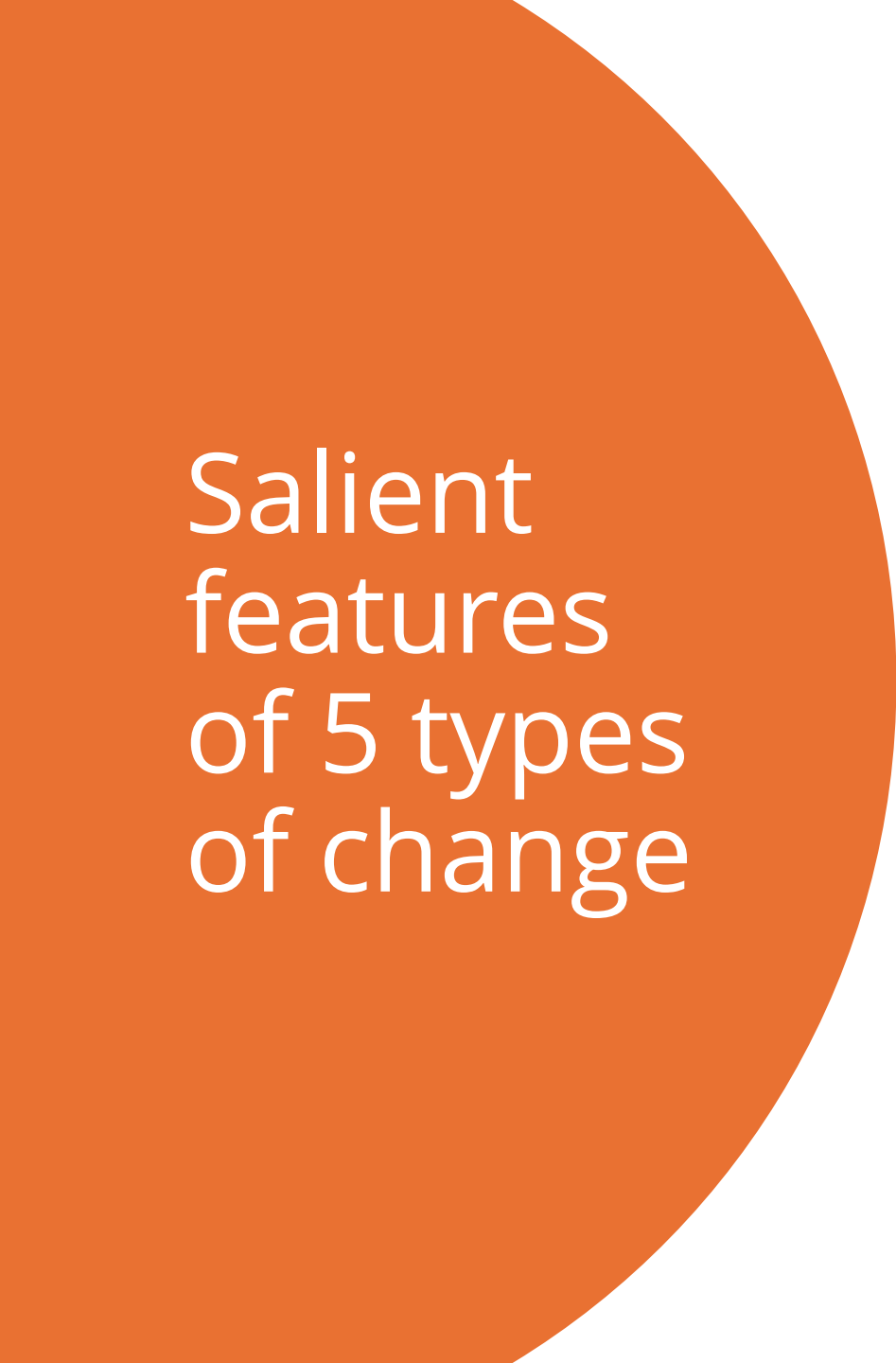
focuses on employee development, use of TQM, improving

communication and expansion of services, achieving

continuous improvement in service quality and team

building measures.

TQM – Total Quality Management



Salient
features
of 5 types
of change

3. Task-Focused Transition:

focuses on new techniques and
new procedures,

new products and services and is
also based on constant

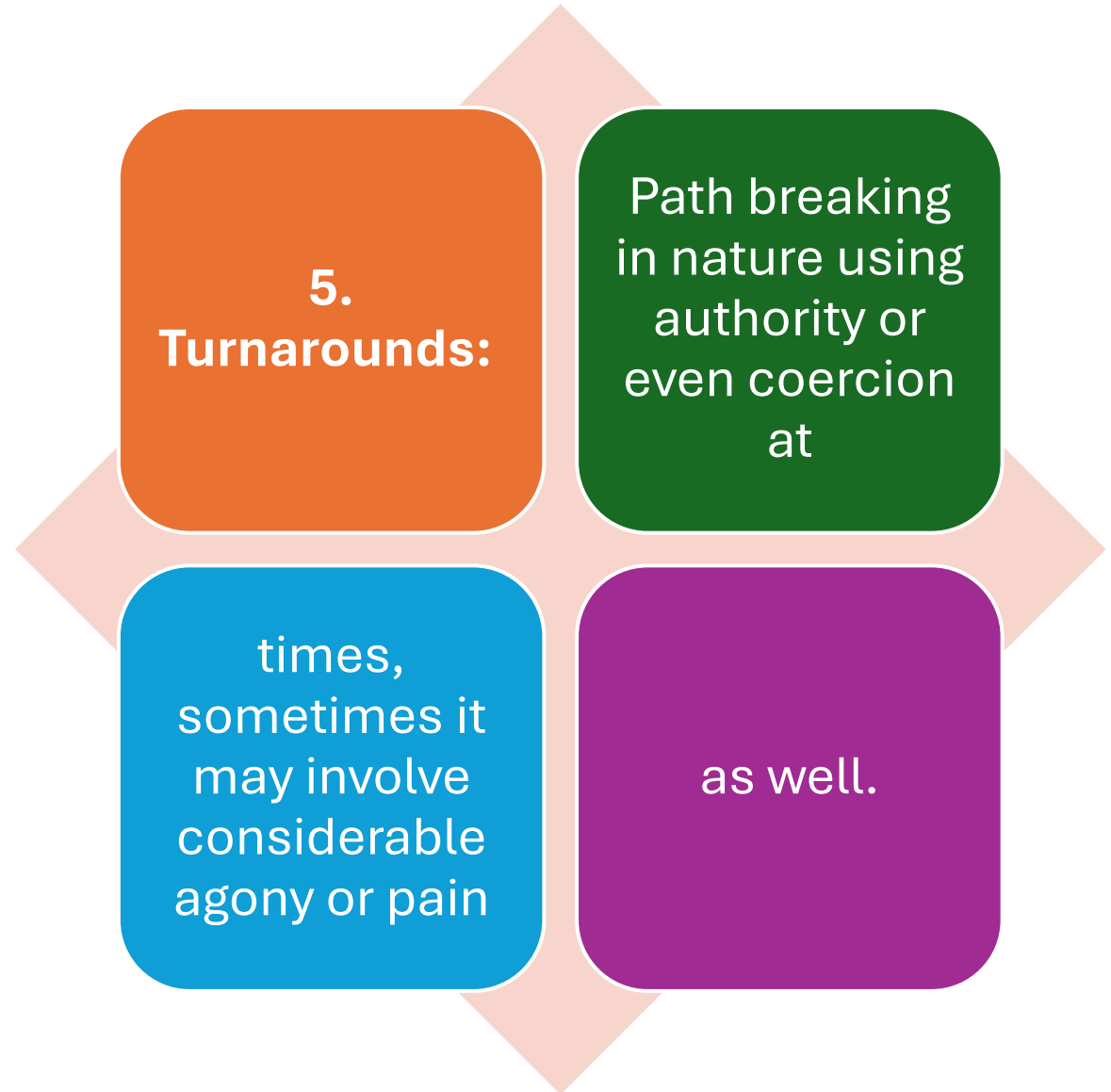
reorganizations.

Salient features of 5 types of Change

4. Charismatic Transitions:

- Through effective communication and development of trust or faith,
-
- the change can be implemented smoothly with the
-
- willingness of the followers associated with it.
-

Salient features of 5 types of Change





Limitations of the Model

- Being Normative with only limited empirical evidence.
- Due to its excess of dependency on the change drivers and
- the leadership style which they adopt for implementation of
- organizational change instead of analyzing the
- organizational factors.

The Need for Change

- **Change management is a complex process and requires serious attention as well as involvement from the management and people from all levels, in order to achieve a meaningful or a progressive transformation across various levels.**

The Need for Change

Change is inevitable
and it can only be
managed, failing
which

the organizations
may cease to exist.

The Need for Change

Effective Change management process

help organizations in understanding the changing

customer needs, meeting their demands and expectations

much better since the requirements are well defined.

The Need for Change

The success of change management process largely depends upon effective planning, establishing of objectives, communication of objectives to the people involved in it and establishing of the required framework to deliver the expected goals or outcomes.

Reference

- <https://www.managementstudyguide.com/need-for-change-management.htm>



Organizational Change and Managing Resistance to Change

The change is harder in those cases where the intended

audience or the target population is diverse and is

comprised of multiple interest groups and power centers.

Change is Hard to Implement

- implementing and actualizing organizational change has been fraught with challenges and problems

e.g. Apple



Change is Hard to Implement

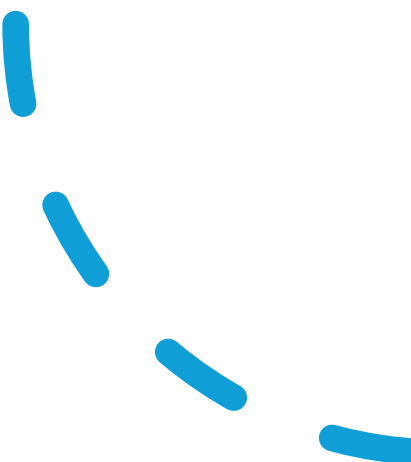
change and real change has sometimes been hard

to come by due to conflicting agendas and multiple power

centers stymieing change.



Change is Hard to Implement

- Microsoft is known as a bureaucratic organization and at the
 - same time, a chaotic and unorganized place where
 - processes and approaches depend on individuals rather
 - than on a systemic approach to change.
- 

Change is Hard to Implement

- Bill Gates has often remarked how ideas should go hand in
- hand with actual implementation to make real change
- happen.

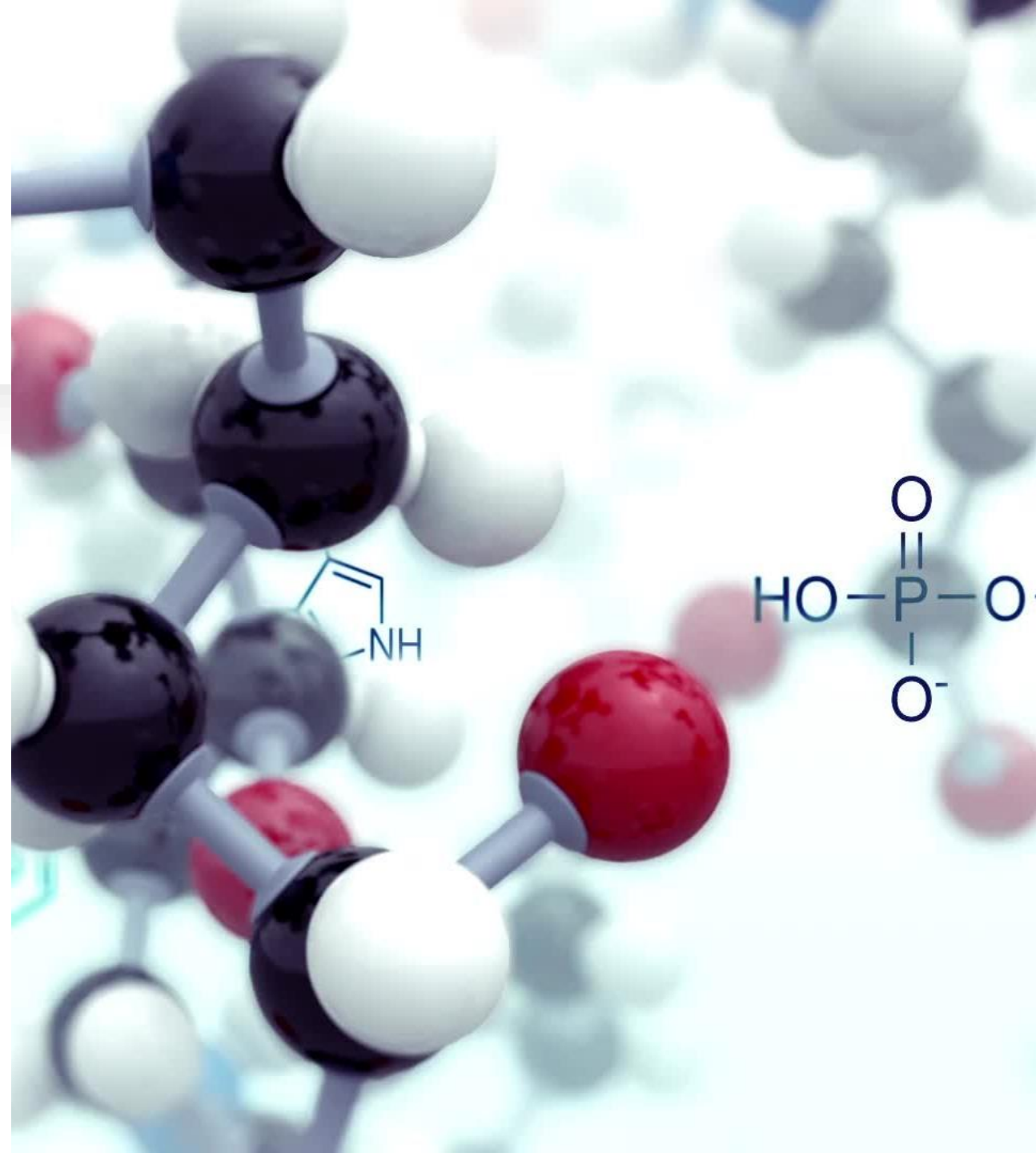


References:

- <https://www.managementstudyguide.com/managing-resistance-to-change.htm>
- <https://www.managementstudyguide.com/need-for-change-management.htm>
- <https://www.managementstudyguide.com/reasons-for-resistance-to-change.htm>

Mintzberg and Quinn's Model of Change

- Mintzberg and Quinn (1991):
4 broad situational factors
which can influence the extent
to which an organization can change



1. Organizational Age and Size:

One of the most important factors

formalized behavior are practised in much older

whereas larger organizations have more elaborate

structures and larger structures reflect the age of the

industry since it got established.

1. Organizational Age and Size:



Young organizations in the start-up stage, have relatively



smaller structures and less time on establishing



formal traditions and practices



which in due course of time



may act as



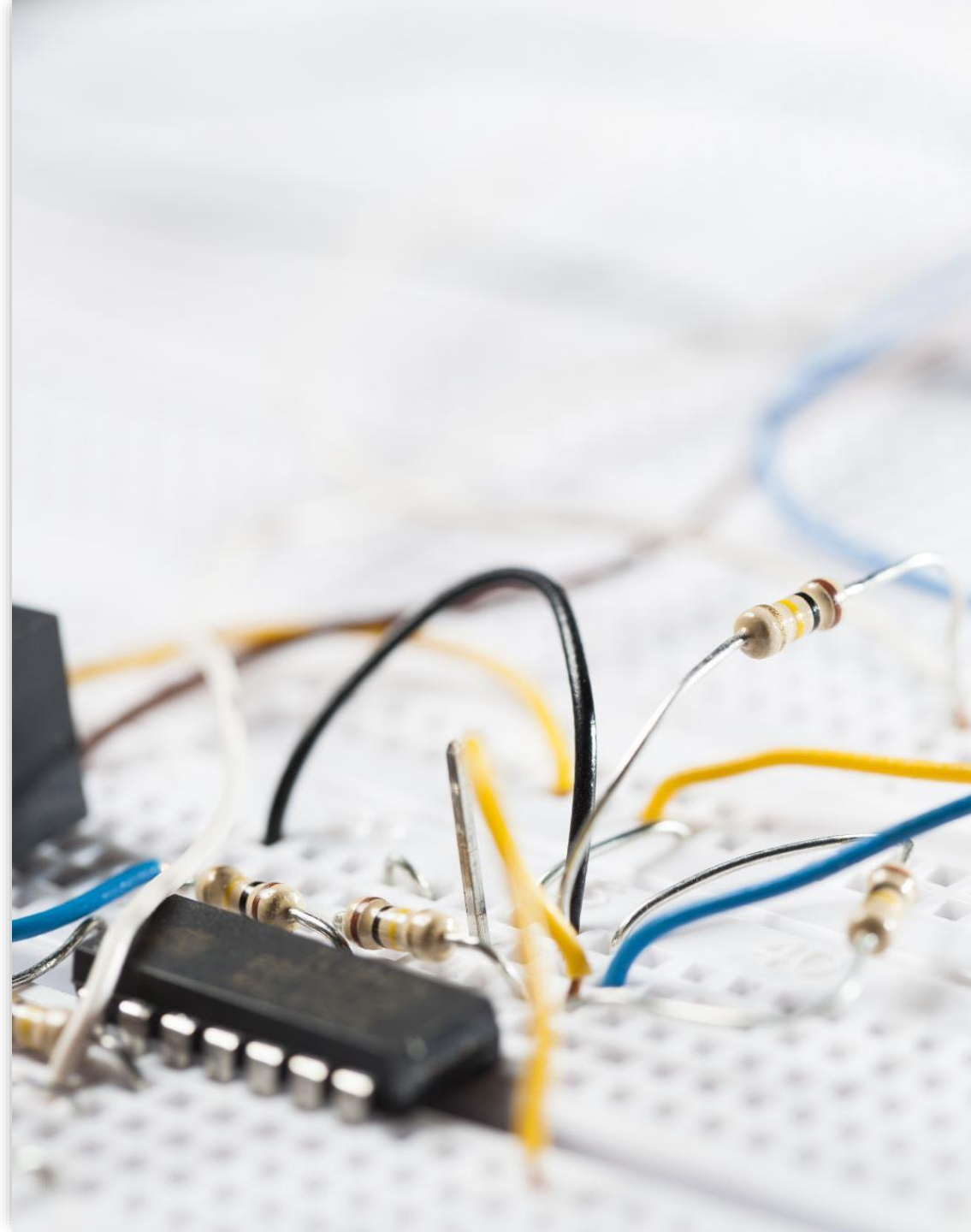
barriers to change.



adjust with the change and accept the change.

2. Technical System

- Technical System constitutes the instruments
- used by the organization for producing the desired outputs.
- The Technical System can affect the organizational structure
- broadly in 3 different ways:



2. Technical System (Ctnd)

Organizations which are

highly regulated and dominated

by the technical systems

display

more of bureaucratic structures.

2. Technical System (Ctnd)

Organizations having highly complex technical systems,

tend to delegate the process of decision making

to highly skilled or professional staff

for managing

the technical staff.

2. Technical System (Ctnd)

Organizations with automated technical systems

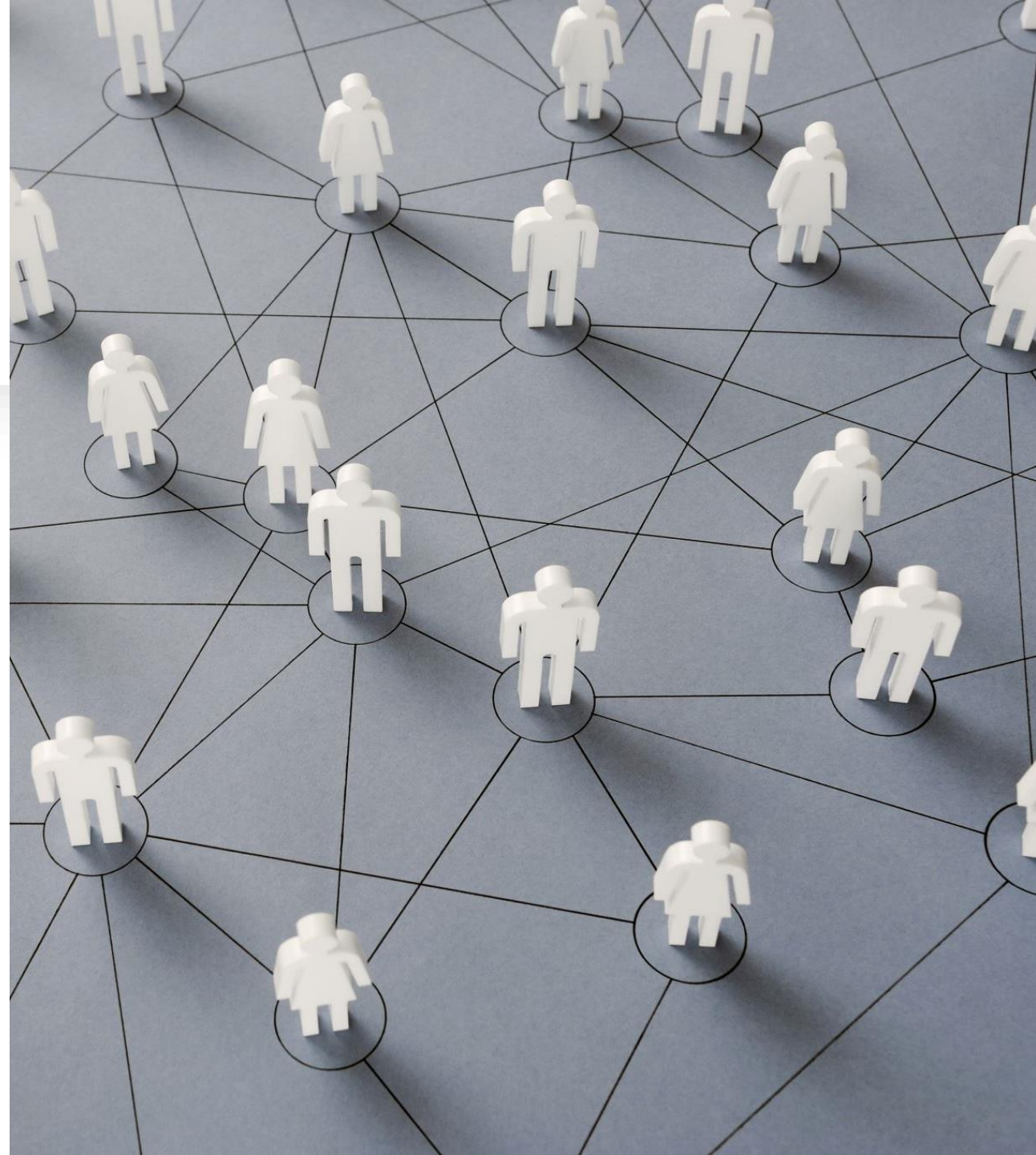
2. tend to adopt much fluid and flexible structure,

3. for proactively responding to

4. the changing requirements of the times.

3. The Environment (Ctnd)

- External factors beyond the organizational control,
- market driven forces,
- socio-political environment,
- economic changes and many others.
- The environmental factors influence the organizations
- in the following ways in terms of their adaptability with the
- change





The Environment (Ctnd)

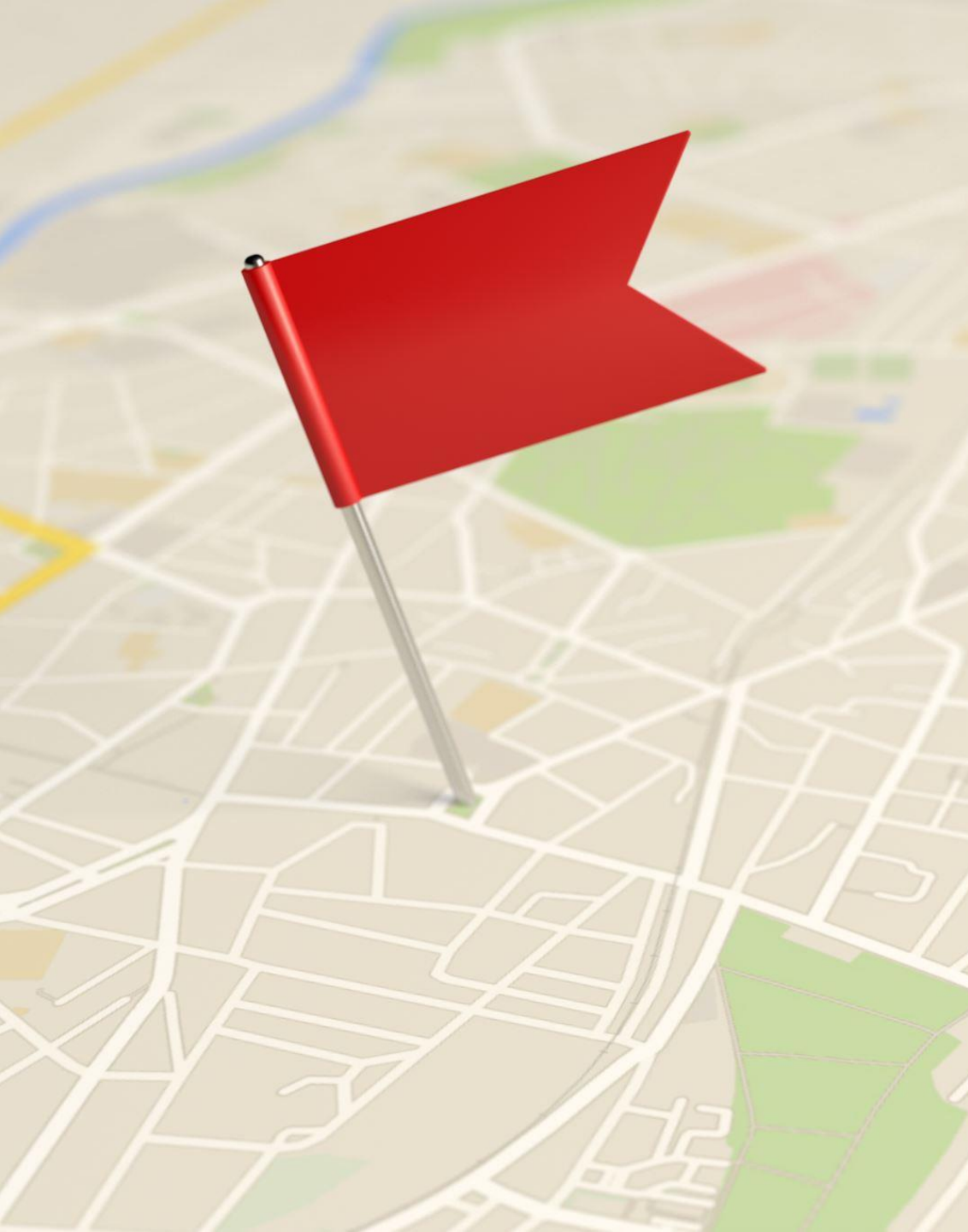
1. Dynamic environments tend to follow more organic structures
2. Complex environments adopt more decentralized structures.
3. Diversified market conditions adopt market driven divisional structures
4. Hostile environments adopt a more centralized form of structures.

•



4. Nature of Control/Power

- Considerations determine the extent to which power can influence change in an organization:
- More centralized and formalized structure is adopted by the organizations having greater external control.



Reference:

- <https://www.managementstudyguide.com/mintzberg-and-quinns-model-of-change.htm>