BSBINN601B Manage Organisational Change

- Organizational Change

- Images of managing change (chapter 2)
- Six Images of Managing Change:
- Director
- Navigator
- Caretaker
- Coach
- Interpreter
- Nurturer

The Drivers of Change Model

- Clarifies what drives the need for change
- Seven drivers which include four that leaders are traditionally familiar with and
- Three which are relatively new

The Drivers of Change

- Environment
- Marketplace Requirements for success
- Business Imperatives
- Organizational Imperatives
- Cultural Imperatives
- Leader and Employee Behaviour
- Leader and Employee Mindset

The Drivers of Change Model(Continued)

- The model illustrates the need for change to respond dynamic shifts in the environment
- It establishes the requirements for success in marketplace
- These new requirements need new business imperatives (strategies)
- They require changes in organization-structure, systems, business processes, or technology

The Drivers of Change Model(Continued)

- The culture of the organization must also change to shift the way the people in the organization to execute the new business strategy

- Culture change then drives the need for change in both leaders' and staff's behaviours and ways of thinking
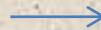
Figure 1: The Drivers of Change Model
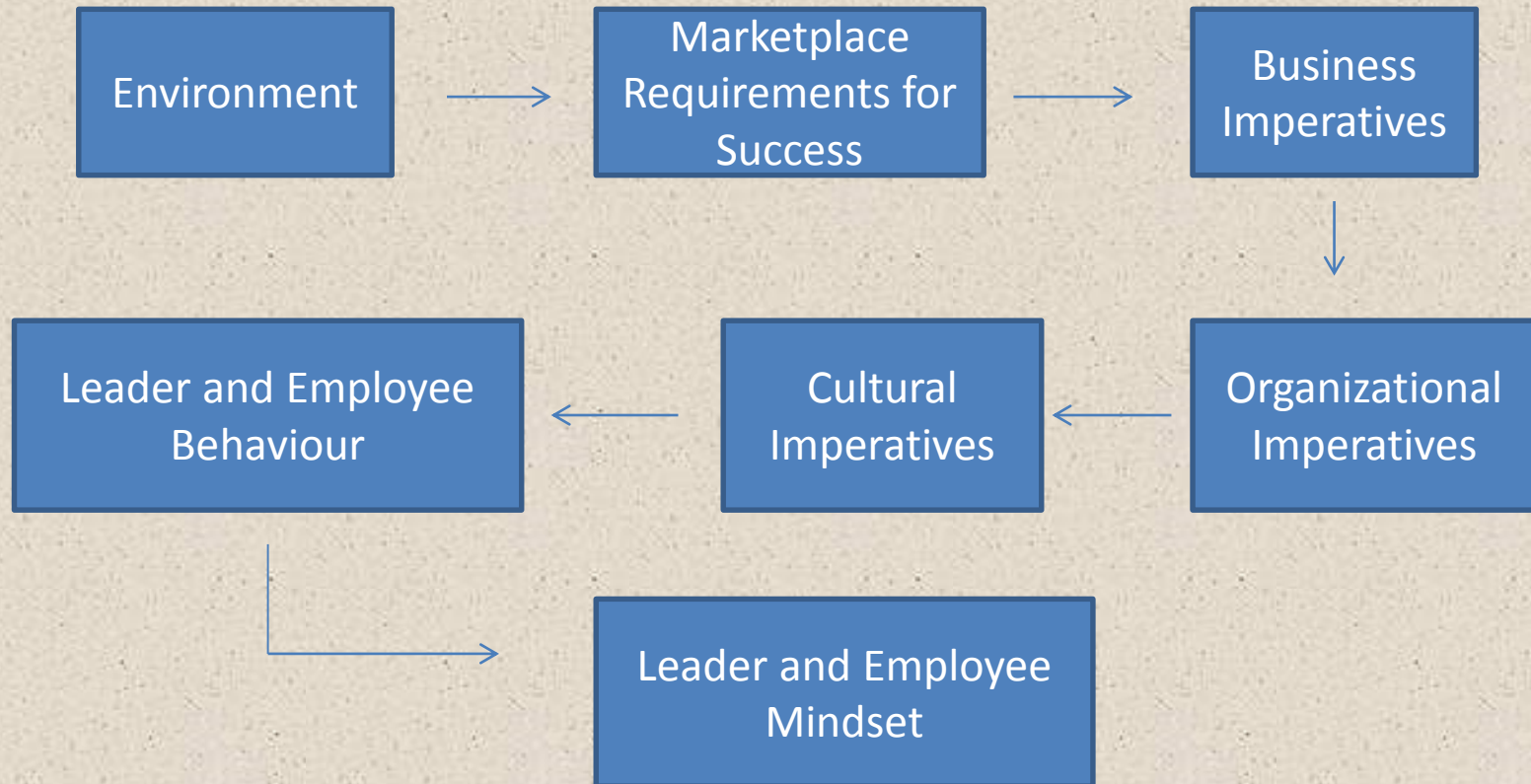
Source: Ackerman Anderson & Anderson (2010)

The Drivers of Change Model

Figure 2:

The External Drivers:

- Environment
- Marketplace
- Business Imperatives
- Organizational Imperatives

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The Internal & Personal Drivers:

- Cultural Imperatives
- Leader and Employee Behaviour
- Leader and Employee Mindset

The External Drivers

- Environment – the dynamics in the larger context within which organizations and people operate

- Many aspects: social, business and economic, political, governmental, technological, demographic, legal, and natural environment

Marketplace Requirements for Success

- Customer requirements determine what a business to take for success in its marketplace and meet its customers' needs

- This includes not only actual products and services, but speed of delivery, customization capability, level of quality, innovation, level of customer service, etc..

Business Imperatives

- Business imperatives can include,

- the systematic rethinking to change to the company's,

- mission, strategy, goals, business model, products, services, pricing, or branding

Organizational Imperatives

- Organizational imperatives change
- the organization's structure,
- systems,
- processes,
- technology,
- resources,
- skill base, or staffing to implement

Cultural Imperatives

- The norms, or collective way of being, working and relating in the company,

- For instance,

- A culture of team work must change to support reengineering business processes(organizational imperatives) to respond the strategy (business imperatives)

Leader and Employee Behaviour

- To respond cultural change, behaviours can be more effective than actions
- It describe style, tone, or character
- Leader and employee behaviour needs to change to recreate the organization's culture so as to implement and sustain the new organizational design

Leader and Employee Mindset

- Mindset is the underlying force which causes people to enact the desired behave and act as they do

- A shift of mindset is necessary for organizational leader to recognize changes in environmental forces and marketplace requirements for being able to determine the best new strategic direction