

Change Management

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PMG323

Lecture 5



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Agenda The change agent

- Introduction
- Models of change agency;
- The consulting process and the role of the change agent within it;
- Change agent tools and frameworks;
- The competencies of the change agent;
- Deeper aspects of being a change agent.

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Change Management

This subject is about making sense of change management. The world we live in continues to change at an intense rate. Not a day goes by, it seems, without another important discovery or boundary-pushing invention in the scientific fields. The economics of globalization seems to dominate much of our political and corporate thinking, while the shadow side of globalization—develops at an equally alarming pace.

Content

➤ **1 Individual change**

Learning and the process of change

➤ **2 Team change**

What is a group and when is it a team?

➤ **3 Organizational change**

How organizations really work

➤ **4 Leading change**

Roles that leaders play

➤ **5 The change agent**

Models of change agency



Content

➤ **6 Mergers and acquisitions**

The purpose of merger and acquisition activity

➤ **7 Cultural change**

Guidelines for achieving successful cultural change

➤ **8 IT-based process change**

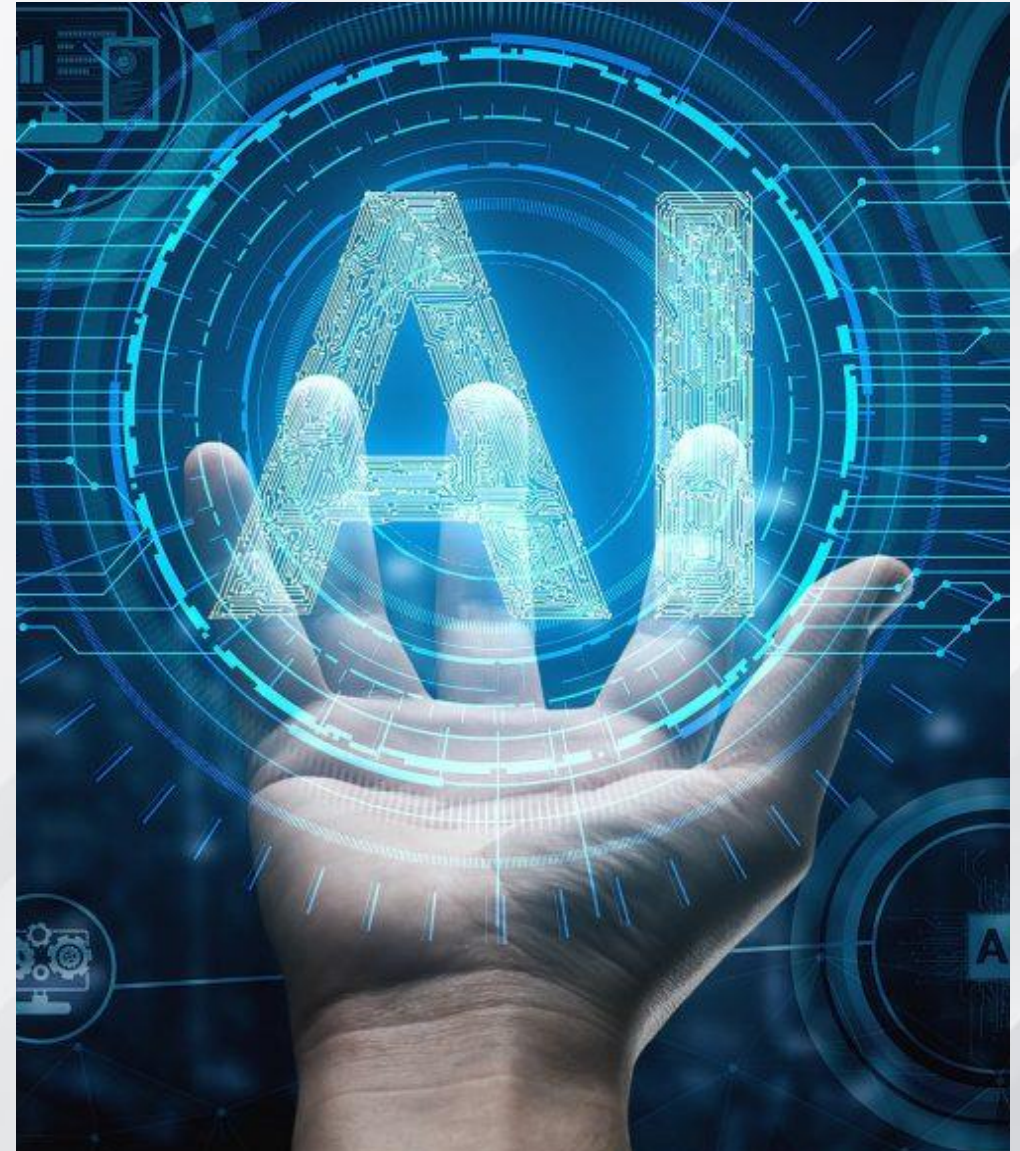
The role of IT management

➤ **9 Complex change**

When is change complex?

➤ **10 Leading change in uncertain times**

The impact of uncertainty on our working lives



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Chapter

05

MODELS OF CHANGE AGENCY

The objective of this chapter is to look at the role of the change agent in supporting the management of change. It looks at the change agent, rather than the leader, in terms of the nature of the role – whether it is internal or external to the organization, the focus, the competencies needed, and some of the deeper psychological aspects. The next points shows the key strengths of the models and some of the areas of potential concern.

MODELS OF CHANGE AGENCY



1- Leadership Models

Change agents are identified as leaders or senior executives at the very top of the organization who envision, initiate or sponsor strategic change of a far-reaching or transformational nature.

MODELS OF CHANGE AGENCY

1- Leadership Models

Key strengths

Leadership models Clear sponsorship and clear direction Power and authority to 'make change happen'

Things to watch out for

Potential for the change to be too top-down and have too directive an approach



MODELS OF CHANGE AGENCY



2- Management Models

Change agents are conceived as middle level managers and functional specialists who adapt, carry forward or build support for strategic change within business units or key functions.

MODELS OF CHANGE AGENCY



2- Management Models

Key strengths

The ability to translate strategic vision so greater knowledge of what works

Things to watch out for

Capacity and capability issues for middle managers given their necessary attention on business as usual as well as the changes.

MODELS OF CHANGE AGENCY



3- Consultancy Models

Change agents are conceived as external or internal consultants who operate at a strategic, operational, task, or process level within an organization, providing advice, expertise, project management, change programme coordination, or process skills in facilitating change.

MODELS OF CHANGE AGENCY



3- Consultancy Models

Key strengths

Ability to coach advise and work in partnership with the organization
Change management expertise and experience in a multitude of settings

Things to watch out for

Can be detached with no demonstrable commitment to the area
undergoing change Staff might feel 'done to'

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Chapter

05

The consulting process and the role of the change agent within it;

The consulting process suggests that different sets of knowledge, cognitive skills and behaviours are needed at different stages in the consulting process. The next points summarize the work of a number of researchers who suggest what is required of the change agent at each stage.

Differences between internal and external consultants

Entry

Internal change agent

Ready access to clients, Ready relationships, Knows company jargon, Understands root causes

External change agent

Source (find) clients, Build relationships, Learn company jargon



Differences between internal and external consultants



Contracting

Internal change agent

Informal agreements, Must complete projects, assigned

External change agent

Formal documents, Can terminate project at will, Guard against out of pocket expenses

Differences between internal and external consultants



Diagnosing

Internal change agent

Has a relationship with many organization members
Prestige determined by job rank

External change agent

Meet most organization members for the first time

Differences between internal and external consultants

Evaluating Internal change agent

Rely on repeat business, pay rise, and promotion as key measures of success

External change agent

Rely on repeat business and customer referral as key measures of project success



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Choices of intervention based on the nature of the cultural change

1- Organization change required

Change within current culture norms (local restructure, geographic expansion, etc)

Change agent stance

Role modelling based on current ways of doing things including management style, degree of consultation, decision-making processes, etc

Choices of intervention based on the nature of the cultural change

2- Organization change required

Change outside current culture norms (diversification requiring new way of working, partnership working, etc)

Change agent stance

Role modelling based on new ways of doing things including management style, degree of consultation, decision-making processes, etc

Choices of intervention based on the nature of the cultural change

3- Organization change required

Culture change itself (eg new ways of doing things to meet external or internal drivers for change)

Change agent stance

Role modelling based on effective change management practices including management style, degree of consultation, decision making processes, etc

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Chapter
05

The competencies of the change agent;

The change agent will need to have a good understanding of how business works, together with knowledge (or a knowledgeable partner) in the field of Human Resources. The final aspect referred to by Cummings and Worley is the skills set acquired through management

Knowledge and skill requirements of the organization development practitioner

Existing system – Knowledge

Organization behaviour

- A. Organization culture
- B. Work design
- C. Interpersonal relations
- D. Power and politics
- E. Leadership
- F. Goal setting

(OB) ORGANIZATIONAL BEHAVIOR



Knowledge and skill requirements of the organization development practitioner

How systems change over time – Knowledge

Organization design Decision making process associated with formulating and aligning HR systems; information systems; reward systems; work design; political systems; culture; etc.

- A. The concept of fit and alignment
- B. Diagnostic and design model for sub-systems
- C. Key thought leaders in organization design

Knowledge and skill requirements of the organization development practitioner

How systems change over time – Skills

Managing the consulting process

- A. Entry
- B. Contracting
- C. Diagnosing
- D. Designing interventions
- E. Implementation
- F. Managing emergent issues
- G. Evaluation



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Chapter
05

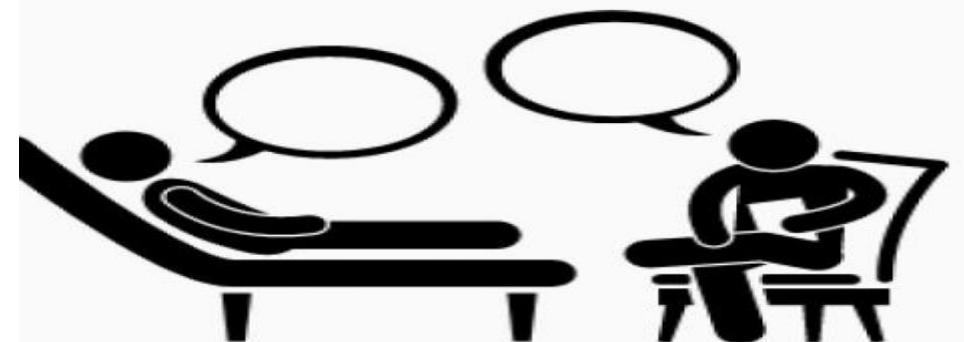
Deeper aspects of being a change agent

One of Freud's definitions of psychoanalysis was the procedure for the investigation of mental processes that are almost inaccessible in any other way – that is the unconscious phenomena in human interaction. As such it is one way of being able to understand the more irrational aspects of human behaviour. The next points list a number of psychoanalytic terms which describe phenomena.

Psychoanalytic term

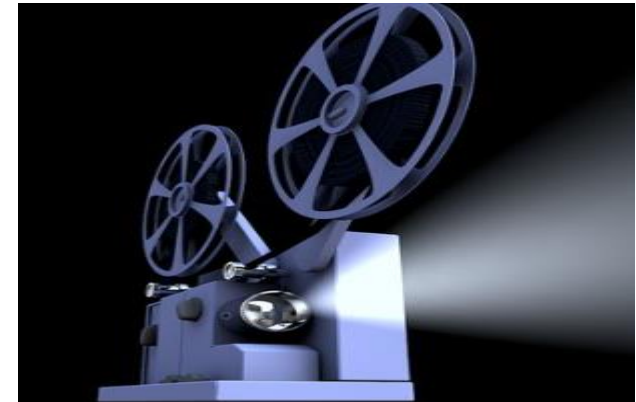
Transference

The process by which emotions and desires originally associated with one person, such as a parent or sibling, are unconsciously shifted to another person, especially to the analyst.



Psychoanalytic terms useful in the change agent's practice

Psychoanalytic term Projection



The attribution of one's own attitudes, feelings, or suppositions to others

Psychoanalytic terms useful in the change agent's practice

Psychoanalytic term Counter-transference

The psychoanalyst's displacement of emotion onto the patient or more generally the psychoanalyst's emotional involvement in the therapeutic interaction



Chapter
05

Principles of presence



Be Honourable

Align personal assumptions, values, beliefs, behaviour
Stand for something; take a position
Dare to be different (or similar)
State the obvious
Speak the unspeakable

Be an Effective Agent of Change

Be an awareness expert Facilitate enhanced interaction among members of the client system and with self Teach basic behavioural skills

Be Curious

Stay in a space of perpetual wonderment Show genuine interest in the client Be interested in self Explore the nature of relationships between self and client and among individuals in the client system





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