



Controlling and Managing Changes

Chapter -6

**Everyone's Smart
University**

MGM111

Principle of Management

Chapter-6 lecturer-2

Managing Organizational Change



Objective

**A MANAGER'S ROLE IN
ORGANIZATIONAL CHANGE**

4

**Definition of Managing
Change**

1

Types of Change

5

**WHAT CAUSES
ORGANIZATIONAL CHANGE?**

2

**Managing Change and
Innovation**

6

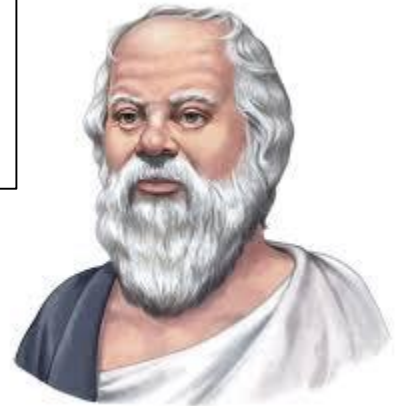
Resistance to Change

3

The secret...

The Secret of change is to focus all your energy, not on fighting the old, but on building the new.

Socrates



What is Change

Definition of Change

- **A transition.**
- **The process of going from one steady state to another**
- **Change occurs when the balance of our capabilities against our challenges is disrupted.**

Definition of Managing Change

Organizational change refers to :

- ☐ the actions in which a company or business alters a major component of its organization, such as its culture, the underlying technologies or infrastructure it uses to operate, or its internal processes.

Organizational change management :

is the method of leveraging change to bring about a successful resolution, and it typically includes three major phases:

- ☐ Preparation,
- ☐ implementation,
- ☐ and follow-through.

WHAT CAUSES ORGANIZATIONAL CHANGE?

***Many factors make organizational change necessary.
Some of the most common faced by managers include:***

- New leadership at the company or within its departments
- Shifts in the organizational team structure
- The implementation of new technology
- The adoption of new business models

Types of Change

the 3 most common types of organizational change include:

1. Developmental change

- Any organizational change that improves and optimizes on previously established processes, strategies and procedures.

2. Transitional change

- Change that moves an organization away from its current state to a new state in order to solve a problem, such as mergers and acquisitions and automation.

3. Transformational change

- Change that radically and fundamentally alters the culture, core values and operations.

Why Organizations Change

- **External forces for change**
 - e.g. new technology
 - e.g. geopolitical environment
- **Internal Forces for change**
 - e.g. a new Chief Executive Officer (CEO)
 - e.g. growth cycle
- **Forces for stability**
 - Think: Do we really need this change? what are the likely returns (economic, other) of this change?

Common Examples When Change Management Is Needed

With all the changes happening in the business world, change management has become one of the most important business functions.

Some of the most common examples when change management is necessary to successfully implement changes within organizations include:

- **Implementation of a new technology**
- **Mergers & acquisitions**
- **Change in leadership**
- **Change in organizational culture**
- **Times of a crisis**

Diagnosis for Change

- **Organization models to assess where changes are needed in an organization**
 - Strategy
 - Structure
 - Operations
 - Culture
 - Management behaviours and mindsets
 - Employee behaviours and mindsets
 - Communication
 - Reward mechanisms
 - Modes of interaction
- **Component analysis tools to assess the changes needed in each part of the organization**
 - E.g. force-field (strategy), (environment), web (culture)
- **Assessing readiness to change**

Implementing Change

Implementation method is important:

A good idea for change may be badly managed and fail.

- **How much do we involve people**
- **When things will be done**

Two main approaches:

- **Organization development (OD)**

Appreciative Inquiry

- **Change Management**

Contingency approaches

Linking Vision and Change

1. Content of meaningful visions
2. Process by which visions are emerged

Three dilemmas:

1. Does vision drive change or emerge during change?
2. Visions help or hinder change?
3. Vision belongs to organizations or to leaders?

Strategies and Skills for Communicating Change

1. Strategies for communicating change

- What, how, and to whom?
- Modelling the communication process
- How much communication?
- Selling vs. buying in
- Media

2. Skills for enacting those strategies

- Upward (common language)
- Downward (listening skills)
- with the outside world (corp. reputation)

Resistance to Change

1. Why do people resist to change

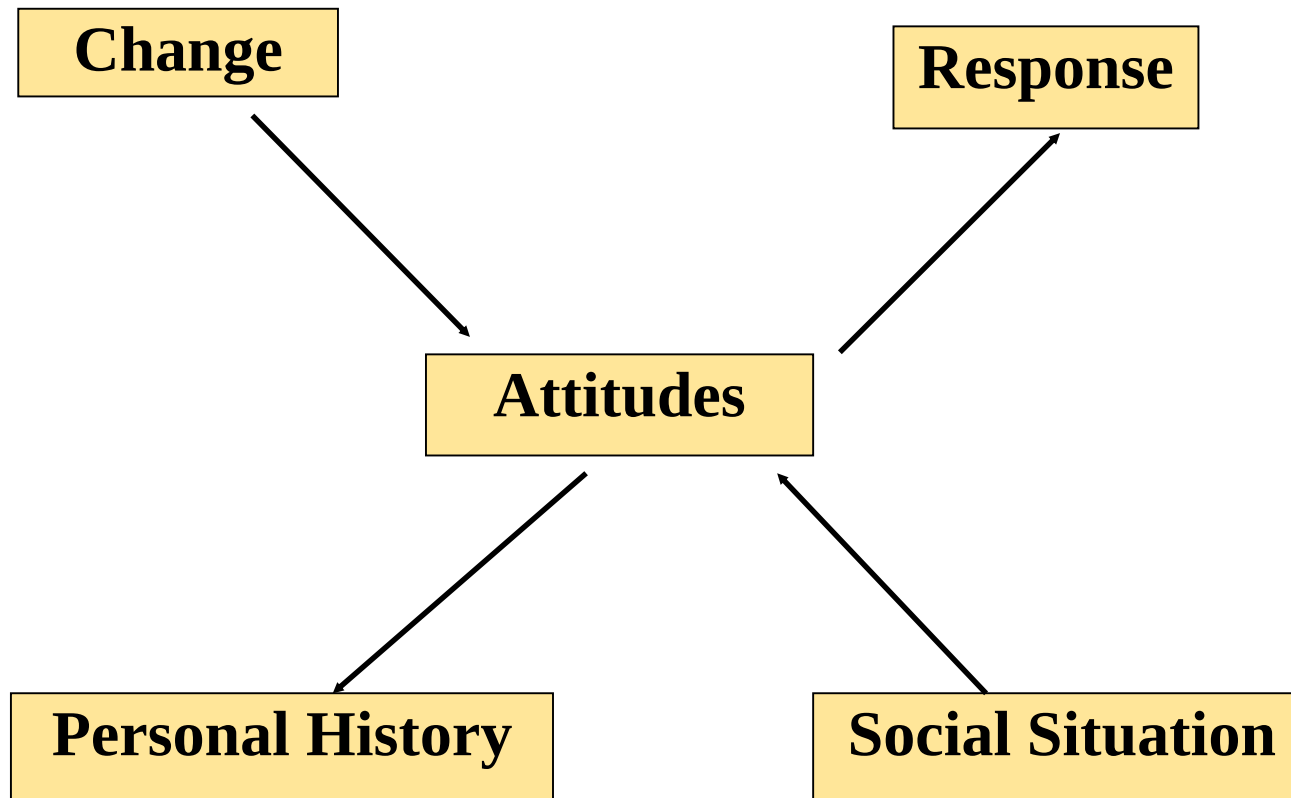
- Experiences with past change
- Discomfort with uncertainty
- Lack of conviction that change is needed
- Perceived negative effect on interests
- Lack of clarity as to what is expected
- Belief that the timing is wrong

2. Managing resistance

- The resistance cycle
- The power of resistance

Why People Resist Change

Roethlisberger's X-Chart



Techniques for Reducing Resistance

Education and Communication

Participation

Negotiation

Facilitation and Support

Manipulation and Cooptation

Coercion

A MANAGER'S ROLE IN ORGANIZATIONAL CHANGE

- Within an organization, every employee has a different role in assisting with change. While many staff members may complete heavily detailed work, senior-level executives with longer tenure might have different goals. Even within management, leaders and managers perform different tasks.

To achieve this, managers must have a wide array of skills, such as:

- The ability to communicate clearly and effectively—this includes actively listening to their team and colleagues
- A highly developed level of emotional intelligence
- Strong organizational skills
- An eye for detail
- Problem-solving and decision-making skills
- Delegating.

12 Change Management Best Practices

- Change management processes can be very complex. Additionally, change in the workplace can cause high levels of stress among employees.

there are some rules and best practices every organization should follow:

1. Define clear goals
2. Be honest and transparent
3. Train and reassure your teams
4. Encourage conversations and communicate regularly
5. Listen to your employees

12 Change Management Best Practices cont..

- 6. Bring your good leaders**
- 7. Choose the right communication tool**
- 8. Empower your employees**
- 9. Encourage knowledge sharing**
- 10. Document and make information easily accessible**
- 11. Recognize and reward**
- 12. Make it social**

Source of change

External

- **Changing nature of markets**
- **Economic**
- **Finance**
- **Geographic**
- **social**
- **Legal**
- **Political**
- **Technological**

Internal

- **Accelerating technology**
- **E-commerce**
- **New system and procedures**
- **New business culture**

Managing Change and Innovation



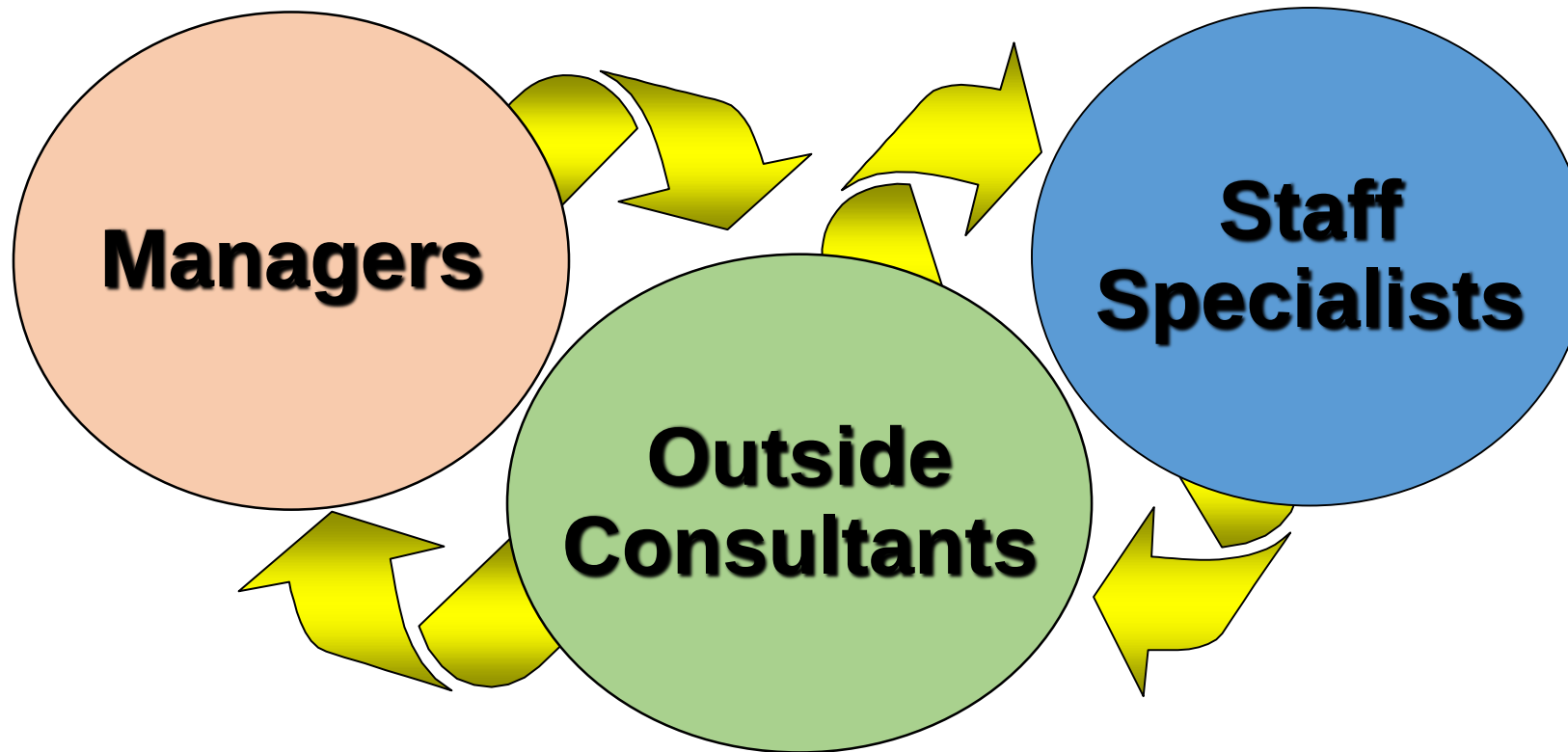
Categories of Change

People

Structure

Technology

Agents of Change



Techniques for Managing Change

Structure

Authority

Coordination

Centralization

Technology

Processes

Methods

Equipment

People

Attitudes

Expectations

Behavior

Organizational Development Techniques

- **Intergroup development**
- **Process consultation**
- **Survey feedback**
- **Team building**



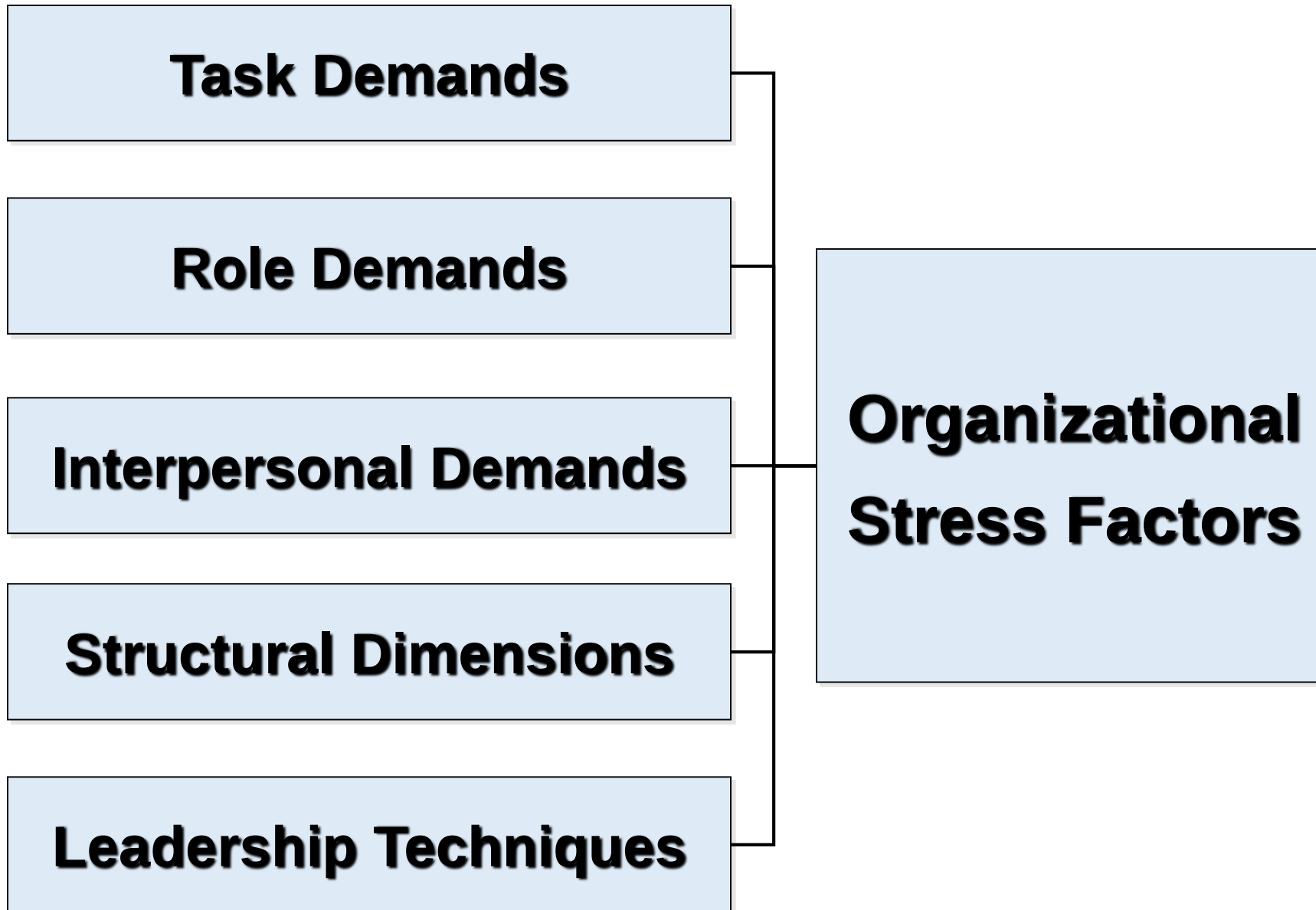
Constraints

Demands

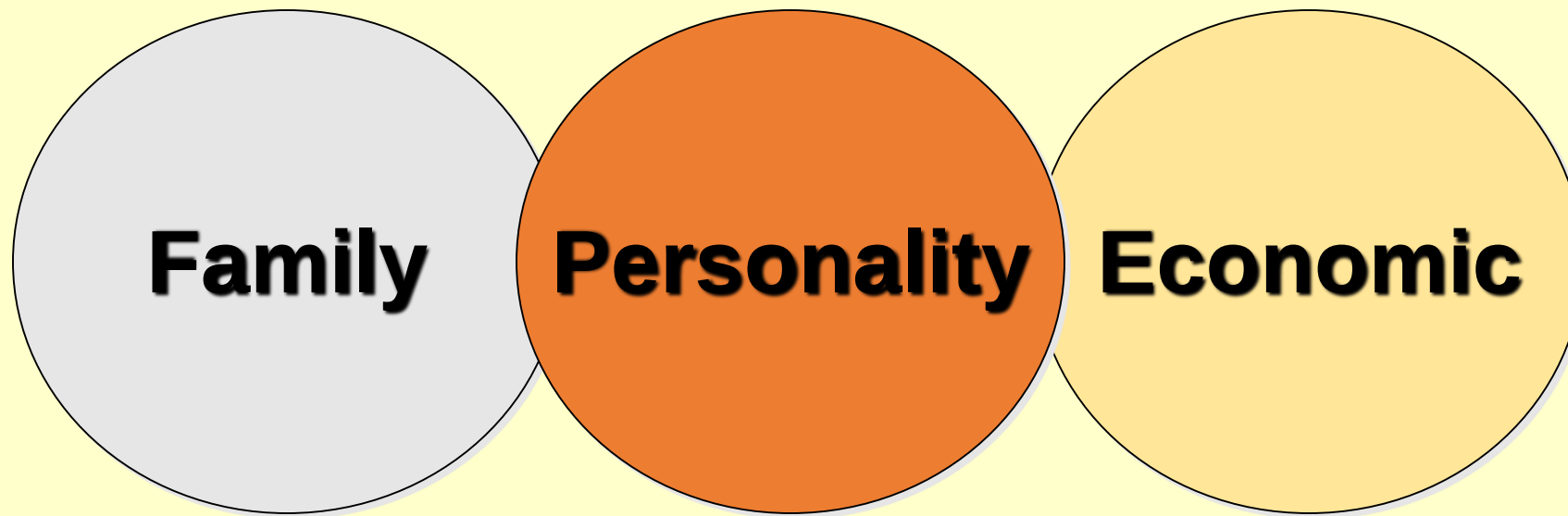
What Is Stress?

Uncertainty

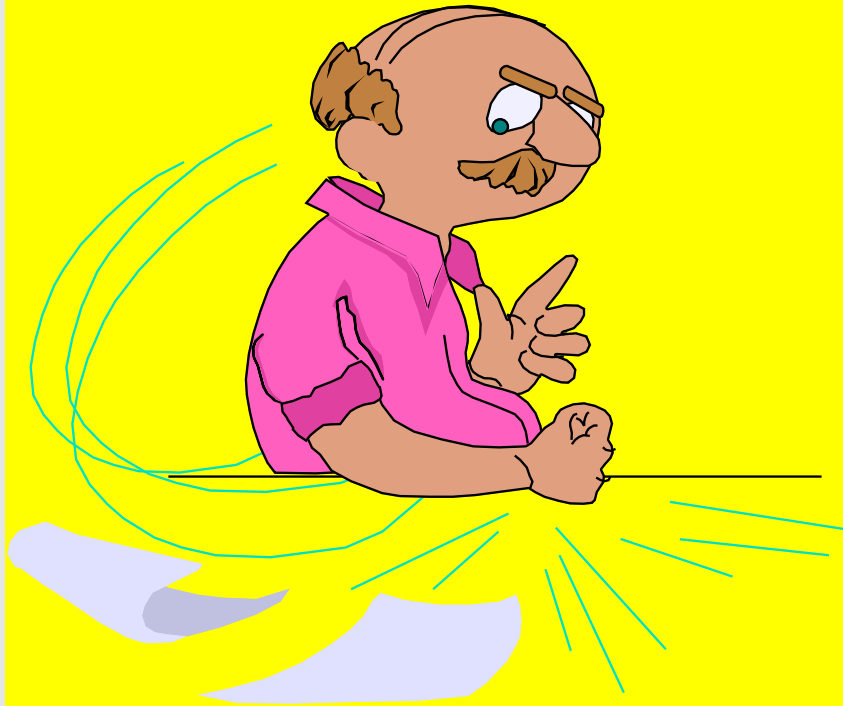
Importance



Personal Stress Factors



Stress



Three General Symptoms

Physiological

Psychological

Behavioral

Stress Management

- **Selection and placement**
- **Job redesign**
- **Participation**
- **Wellness programs**
- **Employee assistance**

What Is Creativity?

- Combining new ideas in unique ways or associating ideas in unusual ways

What Is Innovation?

- Turning creative ideas into useful products, services, or methods of operation

Sources of Innovation

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graph LR; A[Sources of Innovation] --- B[Structural Variables]; A --- C[Organizational Culture]; A --- D[Human Resources];
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Structural Variables

Organizational Culture

Human Resources



THANKS