

Change Management

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MGM323

Lecture 5



Change Management

Lecture 5 The change agent

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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 learning how to manage change. The world around us is changing very quickly. Almost every day, there is a new discovery or innovation, especially in science. Globalization also has a big effect on how we think about politics and business. At the same time, the problems that come with globalization are growing just as fast, which is also a big concern.



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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

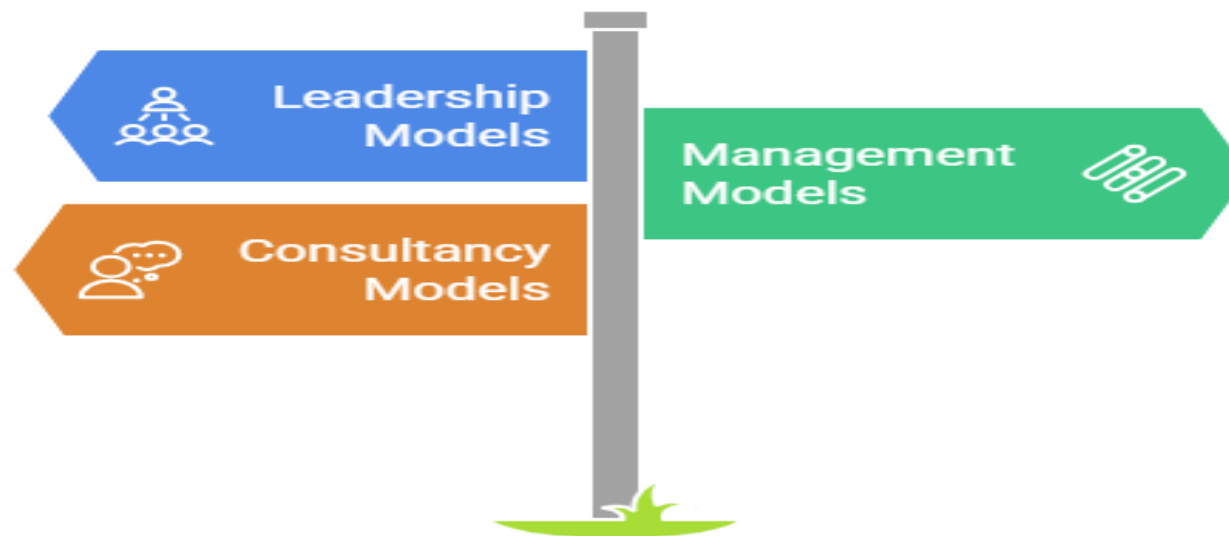
External change agent

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



Differences between internal and external consultants

Which model of change agency should be used?



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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 behavior

- 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

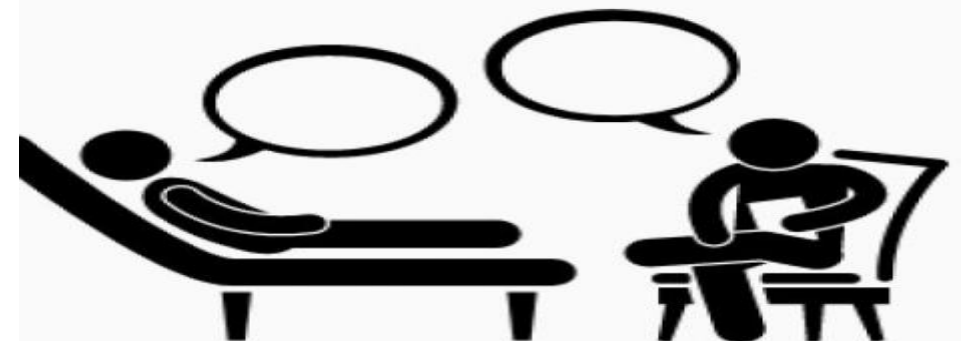
Deeper aspects of being a change agent

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

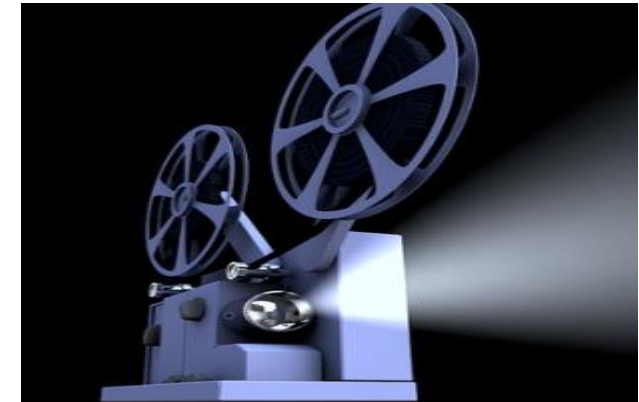
Transference

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 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

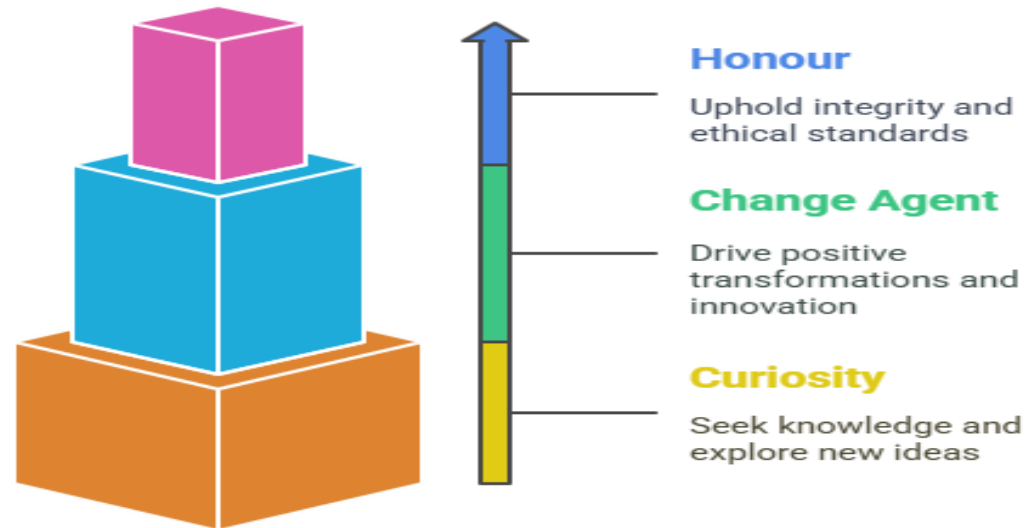
Be an awareness expert Facilitate enhanced interaction among members of the client system and with self Teach basic behavioural skills

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

Principles of presence

Principles of Presence



Case Study **Digital Transformation at Banque Misr**

Background: In 2020, Banque Misr launched a strategic digital transformation plan aiming to improve service quality and operational efficiency. The plan involved introducing new digital platforms and redesigning internal work processes to become more flexible and technology-driven.

1. **Model of Change Agency Used:** The Management Model was applied. Middle managers acted as the key change agents, responsible for: Translating the strategic vision of top management into daily operations. Training branch teams on the new digital systems. Monitoring progress and solving implementation challenges.
 - ◇ **Strength:** Close connection with employees and practical understanding of operations.
 - ◇ **Challenge:** Balancing daily business tasks with the added workload of implementing change.

Case Study **Digital Transformation at Banque Misr**

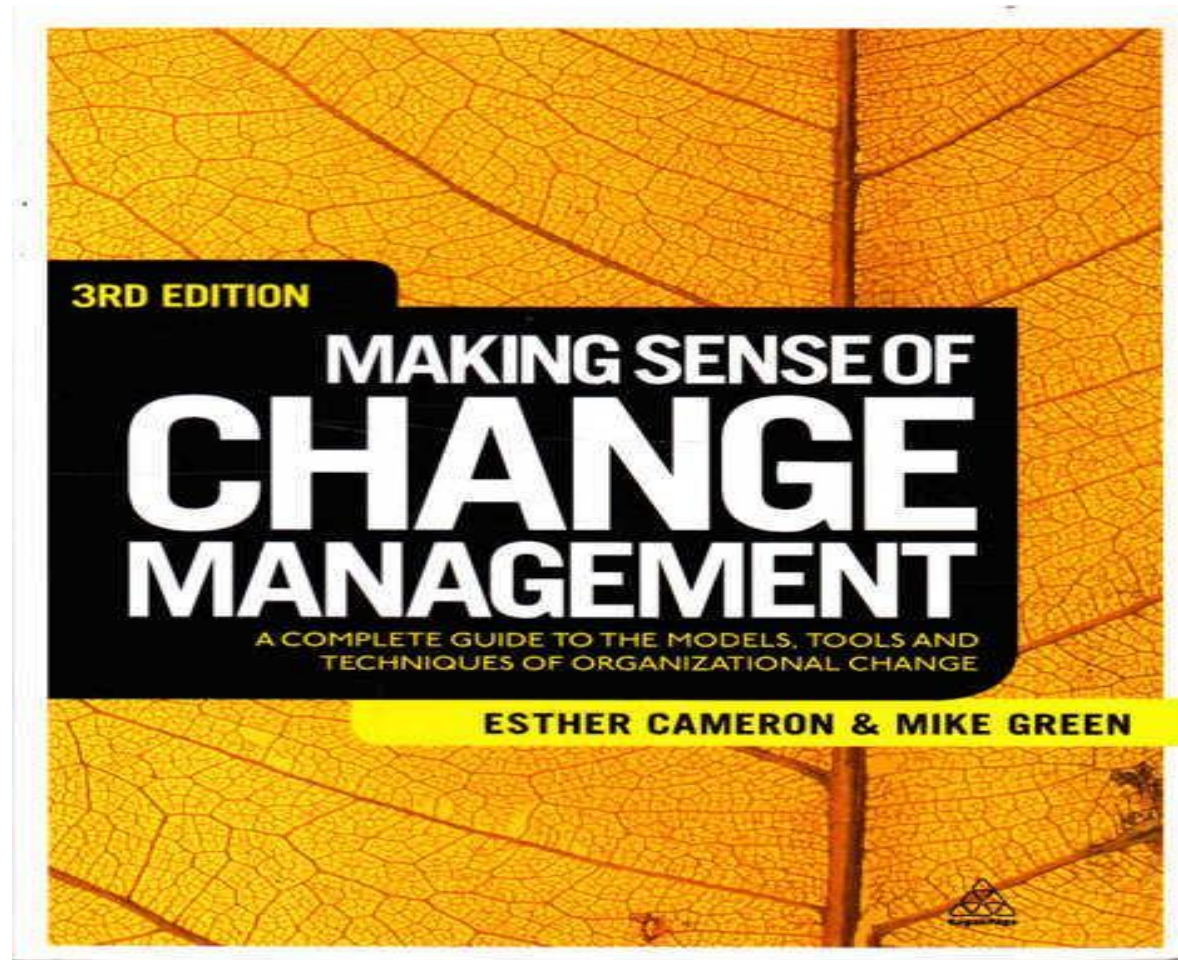
Chapter

- 2. The Consulting Process:****Entry:** The change was introduced gradually through workshops and readiness assessments for each department.**Contracting:** Internal agreements clarified roles and responsibilities between top management and middle managers.**Diagnosing:** Resistance to change was identified, mainly due to fear of technology and job insecurity.**Implementation:** Training programs were carried out to familiarize employees with new banking systems.**Evaluation:** Post-implementation performance was measured through indicators such as service speed and customer satisfaction.
- 3. Role of the Change Agent:**The change agent played a key role in:**Facilitating communication** between top management and employees.**Building trust and reducing resistance to change.****Providing both technical and emotional support during the transformation process.**
- 4. Required Competencies:**Strong leadership and motivational skills.Deep understanding of banking operations.Excellent communication and conflict resolution abilities.Analytical and diagnostic skills to address resistance effectively.
- 5. Deeper Aspects (Psychological Dimension):**Change agents faced projection behaviors — some employees expressed their anxiety about losing jobs by criticizing the new systems.The change agents had to recognize these emotions and redirect them toward constructive engagement and skill development.

Final Results:After one year of implementation:Use of digital banking services increased by 60%.Branch productivity improved by 25%.Customer satisfaction levels rose significantly.

 **Conclusion:**The success of Banque Misr's digital transformation was not solely due to new technology but largely because of the effective role of the change agents—who combined leadership, communication, and psychological insight to manage change smoothly.

Textbook



Thank You