

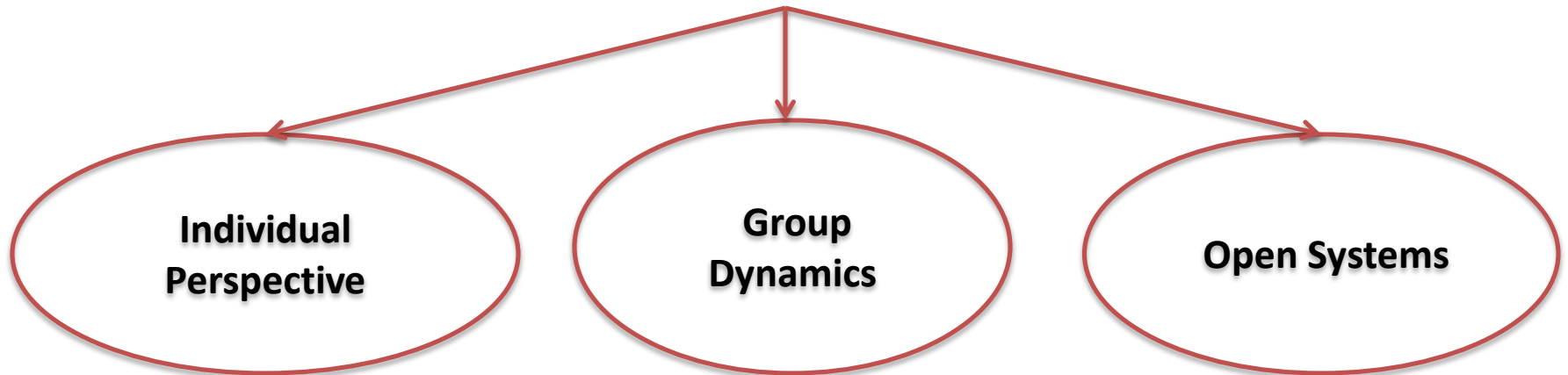
Managerial Implications *for* Organizational Change



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FOUNDATIONS OF WORKPLACE CHANGE



Individual Perspective

Behavior result of individuals' interaction with their environment – all behaviour is learnt; individual is passive recipient of external data

Individual's behavior is the product of environment and reason (mind) – change understanding of yourself and the situation would lead to change in behavior

Group Dynamics

Organisational change takes place through teams/work groups rather than individuals

Change the behavior according to prevailing practices and norms – What are the roles, norms & values held by groups

Open Systems

Organisations is composed of interconnected sub-systems
Any change on the part of the system will have impact on other parts of the system

It is about achieving **overall performance and synergy.**

Collectively pursue overall business objectives
Understanding the org in its **entirety**

Reasons for RESISTANCE TO CHANGE

- Economic threat
- Social concerns
- Lack of security
- Undermining of status & authority
- Retraining
- Fear of unknown
- Perceived anxiety about resource allocation
- Structural changes
- Non-involvement in the change process

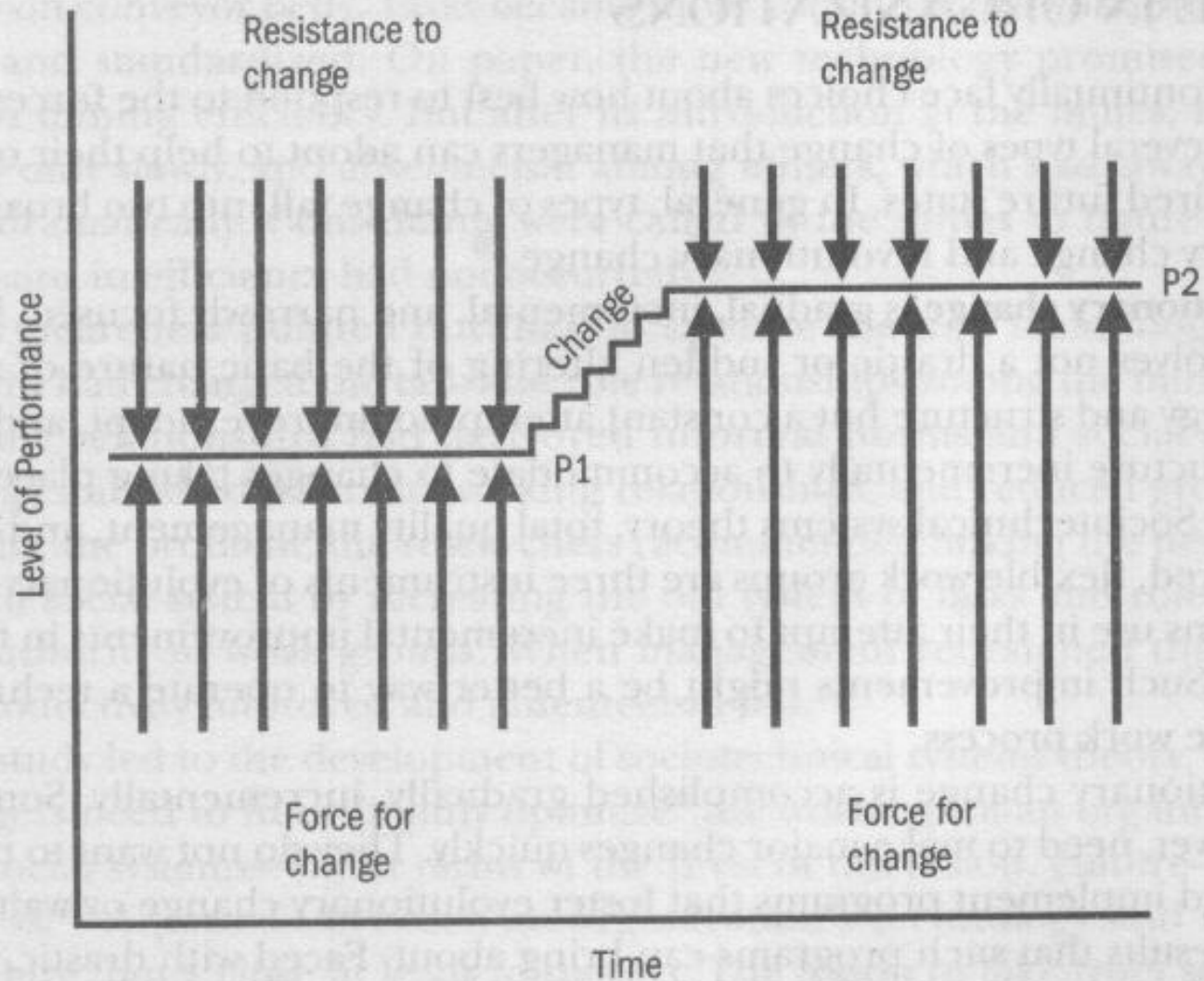


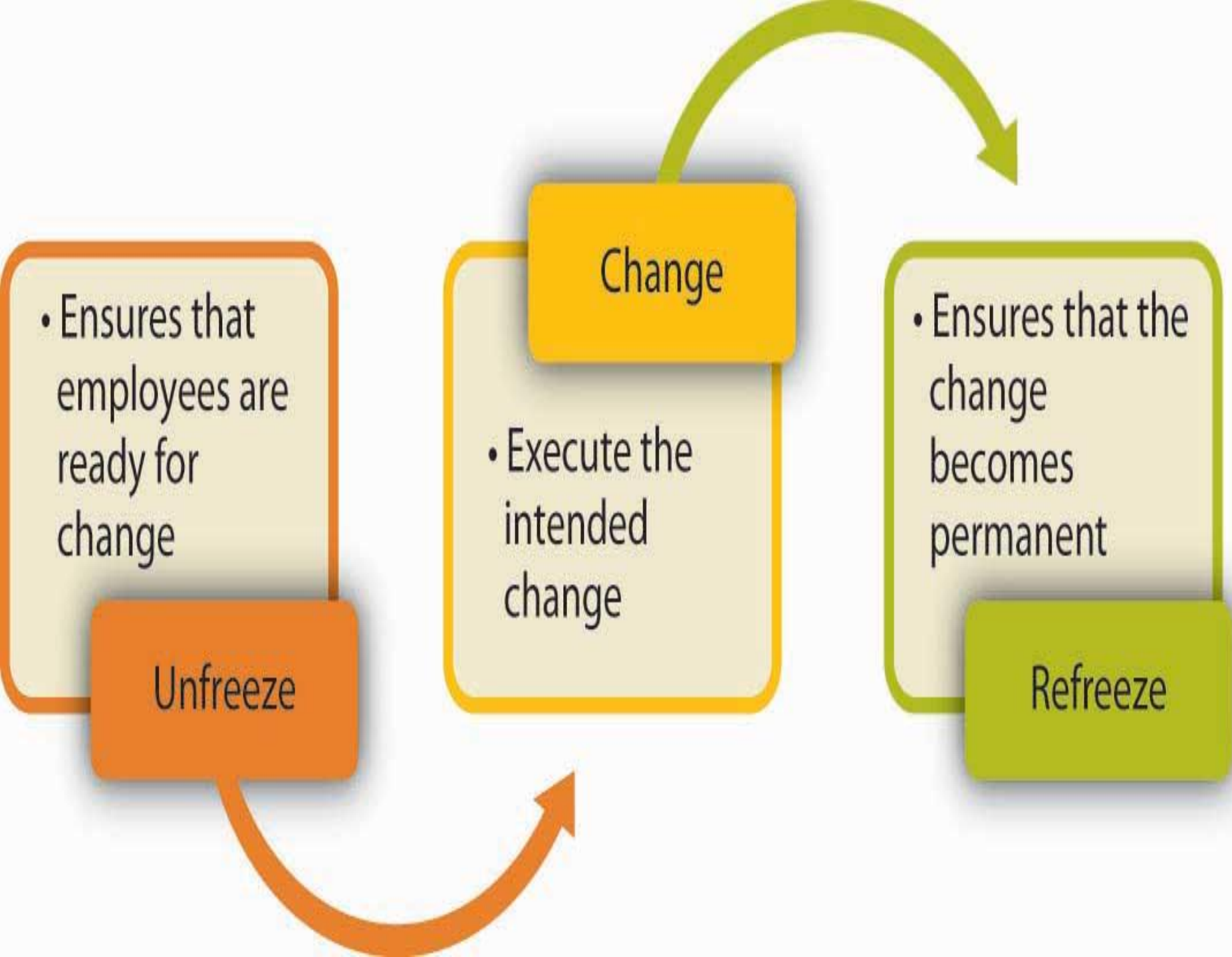
Figure 10-2 Lewin's Force-Field Theory of Change.

The Key elements of Behavioral Change

Key Element	Definition	Strategies
Threat	A danger or a harmful event of which people may or may not be aware.	raise awareness that the threat exists, focusing on severity and susceptibility.
Fear	Emotional arousal caused by perceiving a significant and personally relevant threat.	Channeling fear in the appropriate way, can motivate people to seek information, but it can also cause people to deny they are at-risk.

The Key elements of Behavioral Change

Key Element	Definition	Strategies
Response Efficacy	Perception that a recommended response will prevent the threat from happening.	Provide evidence of examples that the recommended response will avert the threat.
Self-Efficacy	An individual's perception of or confidence in their ability to perform a recommended response.	Raise individuals' confidence that they can perform response and help ensure they can avert the threat.



- Ensures that employees are ready for change

Unfreeze

Change

- Execute the intended change

- Ensures that the change becomes permanent

Refreeze

Kurt Lewin – Planned Change Management Process

UNFREEZING:

- Proper preplanning
- Consider advantages and disadvantages of implementation
- Involve everyone in decision making process
- Give freedom to middle and lower levels to share their views related to change

Kurt Lewin – Planned Change Management Process



MOVING:

- Provide training to employees
- Reduce communication gap
- Increase employee involvement

***Kurt Lewin* – Planned Change Management Process**



REFREEZING:

- Motivate employees to perform
- Remove the various bottlenecks
- Helping employees to cope up with new changes and adjustments
- Mentoring, coaching, counselling employees as required

MANAGERIAL STRATEGIES FOR MANAGING CHANGE

- Education & communication
 - Sharing information with affected parties through formal group interactions
- Participation & involvement
 - Empowering people to take decisions, give them autonomy to change work and processes, involve them in decision-making
- Facilitation & support
 - Training, learn new processes and technology, manage stress from changes

MANAGERIAL STRATEGIES FOR MANAGING CHANGE

- Negotiation & agreement
 - When both the parties are powerful, win-win / win-lose situations
- Manipulation & co-optation
 - Takes the other party in confidence and support by making an offer, giving position and status, make one feel important, distortion of facts and figures
- Explicit & implicit coercion
 - One party is strong and the other party is weak, enjoys more power, uses threats and pressure tactics

8 Step Change Model, John Kotter

- Establishing a sense of urgency
- Creating the guiding coalition
- Developing a vision and change strategy
- Communicating the change vision
- Empowering broad-based action
- Generating short-term wins
- Consolidating change and producing more change
- Anchoring new approaches in the culture

**1.
Establish a
sense of
urgency**

Articulate a powerful rationale
and business case for change

**2.
Form a
powerful
coalition**

Assemble a team with
enough power & influence
in the organisation to lead
the change effort

**3.
Create a
vision**

Create a
compelling vision
of the future to
guide the
direction of the
change

**4.
Communicate
the vision**

Use every possible
vehicle to
communicate the
vision. Role-model
new behaviours

**5.
Empower
others**

Remove obstacles to the change. Change
systems, or structures that undermine the
vision

**6.
Plan for and
Create short-
term wins**

Plan visible quick-wins.
Implement and recognise
and reward employees
involved

**7.
Consolidate
improvements**

Use credibility to
change policies &
procedures that
don't fit vision.
Recruit and
promote
employees who
can implement
vision

**8.
Institutionalise
changes**

Continually articulate the
connections between
the new way of working
and corporate success.
Weave new corporate
style / culture into
leadership development
and succession planning

**Kotter's 8
Steps for
Managing
Change**

John Kotter's Change Scorecard

Completion	Sense of urgency	Guiding business teams	Vision and strategy	Understanding people & business issues	Empower others	Short term wins	Persistence for change effort	Cultural change
100%								
75%								
50%								
25%								
0%								

Theory of Planned Behavior

- It states that behavior is proportional to the amount of control an individual possesses over the behavior and the strength of the individual's intention in performing the behavior.
- **Perceived behavioral control influences intentions.**

Theory of Planned Behavior

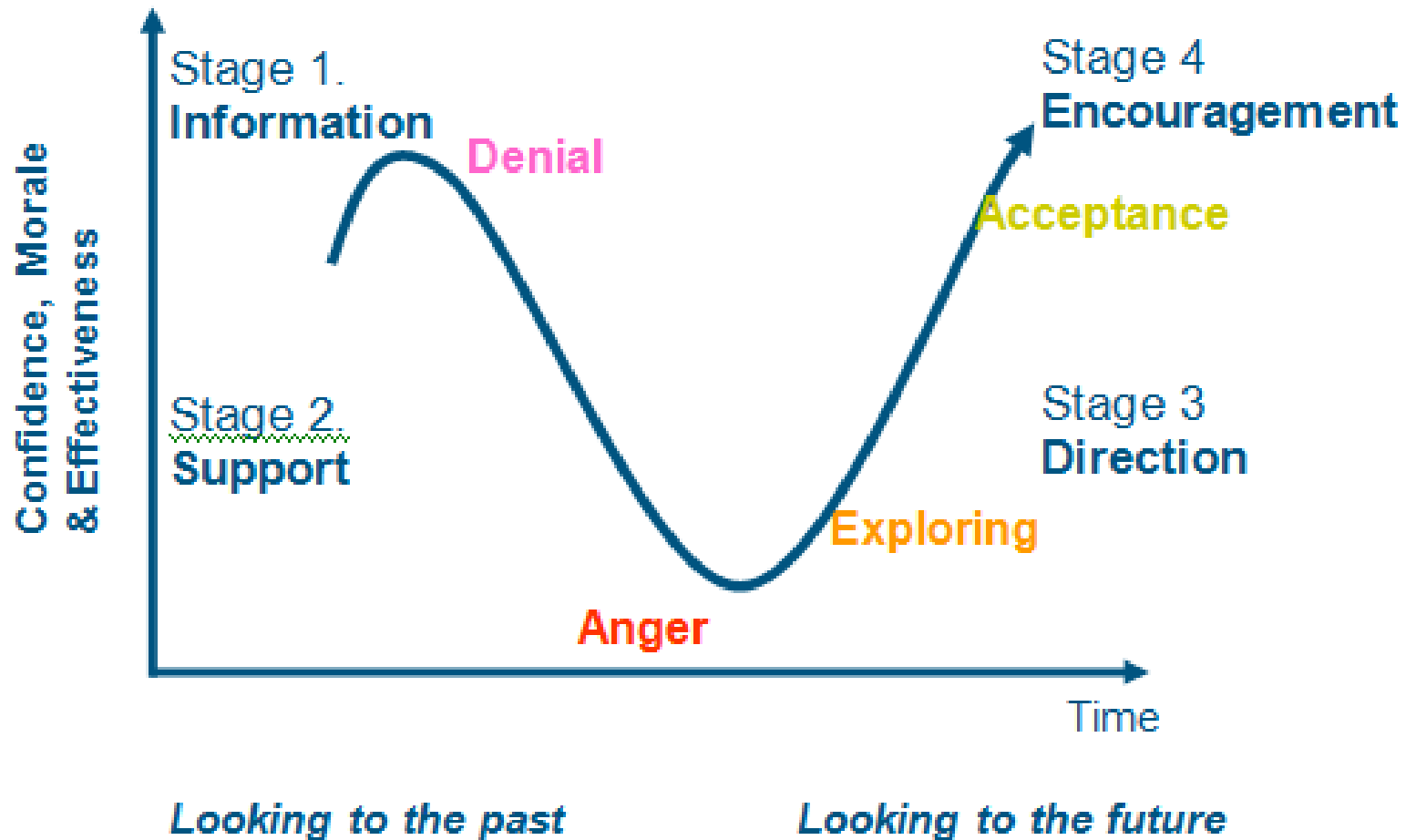
- **Perceived behavioral control** refers to people's perceptions of their ability to perform a given behavior. These predictors lead to **intention**.
- The more favorable the **attitude**, the **subjective norms**, and the greater the **perceived control** the stronger should the person's intention to perform the behavior in question.



PHASES OF PLANNED CHANGE

- **Exploration phase:** determine need for change
- **Planning phase:** Plan the change, collect information, diagnosis of problem, determine appropriate actions etc.
- **Action phase:** Move the organisation from the current to desired future state, manage change process, gain support, evaluate implementation activities
- **Integration phase:** After successful implementation, stabilize change to be part of organisation's normal, everyday operations (refreeze); reinforcement through feedback and reward

The Change Curve



ADKAR Elements	Factors Influencing Success
Awareness of the need for change	<ul style="list-style-type: none"> • A person's view of the current state • How a person perceives problems • Credibility of the sender of awareness messages • Circulation of misinformation or rumors • Contestability of the reasons for change
Desire to support and participate in the change	<ul style="list-style-type: none"> • The nature of the change (what change is and how it will impact each person) • The organizational or environmental context for the change (his or her perception of the organization or environment that is subject for change) • Each individual person's situation • What motivates a person (those intrinsic motivators that are unique to an individual)
Knowledge of how to change	<ul style="list-style-type: none"> • The current knowledge base of an individual • The capability of this person to gain additional knowledge • Resources available for education and training • Access to or existence of the required knowledge
Ability to implement required skills and behavior	<ul style="list-style-type: none"> • Psychological blocks • Physical capabilities • Intellectual capability • The time available to develop the needed skills • The availability of resources to support the development of new abilities
Reinforcement to sustain the change	<ul style="list-style-type: none"> • The degree to which reinforcement is meaningful and specific to the person impacted by the change • The association of the reinforcement with actual demonstrated progress or accomplishment • The absence of negative consequences • An accountability system that creates an ongoing mechanism to reinforce the change

Takeaways...

- Routine incremental changes must be part of normal planning process
- Planned radical changes need extensive planning
- Participative and consultative approach of managers will bring better results
- Unplanned radical changes have to work fast
- Directive approach of managers will bring faster results