WHAT IS CHANGE

ANY THING WHICH IS NOT STATIC
AND
NOTHING IS STATIC

WHAT IS ORGANISATIONAL CHANGE?

ANY KIND OF CHANGE THAT TAKES PLACE WITHIN THE DOMAIN OF ORGANISATION IS ORGANISATIONAL CHANGE
A MODEL OF ORGANIZATIONAL CHANGE

FORCES INITIATING

CHANGE AGENTS

WHAT IS TO BE CHANGED

STRUCTURE? STRATEGY?
TECHNOLOGY? PEOPLE?
PROCESSES? ENVIRONMENT?

CHANGE PROCESS

UNFREEZING MOVING REFREEZING

OPERATIONAL METHOD

UNILATERAL DELEGATED PARTICIPATIVE

CHANGE

ORGANIZATIONAL EFFECTIVENESS
## Forces Initiating Change

<table>
<thead>
<tr>
<th>EXTERNAL</th>
<th>INTERNAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>(i) Government Regulations</td>
<td>(i) Change in Leadership</td>
</tr>
<tr>
<td>(ii) Competition</td>
<td>(ii) Implementation of New Technology</td>
</tr>
<tr>
<td>(iii) Changes in Economy</td>
<td>(iii) Decline in Performance</td>
</tr>
<tr>
<td>(iv) Raw Materials Price Availability</td>
<td>(iv) Low Morale</td>
</tr>
<tr>
<td>(v) Pressure Group</td>
<td>(v) Union Activity</td>
</tr>
<tr>
<td>(vi) Technology Change</td>
<td>(vi) Reorganization</td>
</tr>
<tr>
<td>(vii) Scarcity of Human Resources</td>
<td>(vii) Business Process Re-Engineering</td>
</tr>
</tbody>
</table>
THE MAIN ELEMENTS OF CHANGE

1. PARTICIPATION STIMULUS
2. A DRIVING FORCE
3. EVALUATION
4. THE PACE OF CHANGE
5. COMMITMENT TO CHANGE
6. CONSENSUS ON GOALS
7. ROLES OF GROUP AND INDIVIDUALS
8. RECOGNITION OF PRIORITIES
9. TRAINING AND RETRAINING
10. MONITORING
HOW TO INTRODUCE CHANGE

1. PREPARATION
   (a) PREPARE YOUR EMPLOYEES
   (b) DESCRIBE THE CHANGE AS COMPLETELY AS YOU CAN
   (c) RESEARCH WHAT HAPPENED DURING THE LAST CHANGE
   (d) ASSESS THE ORGANIZATIONAL READINESS OF YOUR TEAM

2. PLANNING
   (a) MAKE CONTINGENCY PLANS
   (a) ALLOW FOR THE IMPACT OF CHANGE ON PERSONAL PERFORMANCE & PRODUCTIVITY
   (c) ENCOURAGE EMPLOYEE INPUT
   (d) ANTICIPATE THE SKILLS AND KNOWLEDGE NEEDED
   (e) SET A TIME TABLE
3. TRANSITION STRUCTURES

(a) CREATE A TRANSITION MANAGEMENT GROUP TO OVERSELF THE CHANGE
(b) DEVELOPE TEMPORARY POLICIES AND PROCEDURES DURING THE CHANGE
(c) CREATE NEW CHANNELS OF COMMUNICATION
(d) ARRANGE FREQUENT MEETINGS

4. IMPLEMENTATION

(a) ENCOURAGE SELF-MANAGEMENT
(b) ALLOW FOR RESISTANCE
(c) COLLABORATE
(d) MONITOR THE CHANGE PROCESS

5. REWARD

(a) CREATE INCENTIVES FOR SPECIAL EFFORT
(a) CELEBRATE
CHANGING ROLES OF EXECUTIVES FOR MANAGING CHANCE

1. CHANGING MINDSET AND ATTITUDE

2. WORKING WITH VALUE - ADDITION

3. WORKING NOT ONLY EFFICIENTLY BUT EFFECTIVELY

4. DEVELOPING 'INOVATIVE' SPIRIT'

5. REDUCING COST IN EVERY SPHERE OF ORGANIZATIONAL ACTIVITIES
CHANGING ROLES OF EXECUTIVES FOR MANAGING CHANCE—cont’d

6. REDUCING RESPONSE AND CYCLE TIME

7. CREATING COMPETITIVE EDGE

8. OPTIMISE RESOURCE UTILIZATION AND ENSURE RESULT

9. ATTENDING TO CUSTOMERS NEEDS

10. DEVELOPING POSITIVE WORKING CULTURE
### The Current Status of Change Implementations 1996

#### (1) Reasons for Introducing Change

<table>
<thead>
<tr>
<th>Reasons</th>
<th>PUB Sector</th>
<th>PVT Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Self Introduced</td>
<td>54%</td>
<td>47%</td>
</tr>
<tr>
<td>(b) Pressure of Competitors</td>
<td>68%</td>
<td>86%</td>
</tr>
<tr>
<td>(c) Pressure of Empl’yees</td>
<td>19%</td>
<td>27%</td>
</tr>
</tbody>
</table>

#### (2) Areas of Change

<table>
<thead>
<tr>
<th>Area</th>
<th>BOTH PUB AND PUT</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Technological</td>
<td>49%</td>
</tr>
<tr>
<td>(b) Process</td>
<td>54%</td>
</tr>
<tr>
<td>(c) Cultural</td>
<td>36%</td>
</tr>
<tr>
<td>(d) Environment</td>
<td>16%</td>
</tr>
</tbody>
</table>

By: Dr. R.D. Mishra
### The Current Status of Change Implementations 1996

#### Importance Assigned to Various Areas

<table>
<thead>
<tr>
<th>Area</th>
<th>Rank PUB</th>
<th>Rank PVT</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Technological</td>
<td>III</td>
<td>I</td>
</tr>
<tr>
<td>(b) Process/Procedural</td>
<td>I</td>
<td>III</td>
</tr>
<tr>
<td>(c) Cultural/People</td>
<td>II</td>
<td>II</td>
</tr>
</tbody>
</table>

#### Hurdles in Implementing Change

<table>
<thead>
<tr>
<th>Hurdle</th>
<th>PUB</th>
<th>PVT</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Govt. Policies</td>
<td>46%</td>
<td>16%</td>
</tr>
<tr>
<td>(b) Mgmt. Attitude</td>
<td>32%</td>
<td>36%</td>
</tr>
<tr>
<td>(c) Financial</td>
<td>39%</td>
<td>42%</td>
</tr>
<tr>
<td>(d) Employees Unions</td>
<td>52%</td>
<td>36%</td>
</tr>
</tbody>
</table>
PROCESS DURING AN ORGANIZATIONAL CHANGE

EXTERNAL / ENVIRONMENT

PAST

DENIAL

COMMITMENT

FUTURE

RESISTENCE

EXPLORATION

INTERNAL / SELF
## IMPLEMENTATION OF CHANGE PROCESSES

<table>
<thead>
<tr>
<th>UNFREEZING OR MOVING</th>
<th>POWER DISTRIBUTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>- EDUCATION</td>
<td><strong>UNILATERAL POWER</strong></td>
</tr>
<tr>
<td>- COMMUNICATION</td>
<td>- DECREE APPROACH</td>
</tr>
<tr>
<td>- PARTICIPATION IN DECISION MAKING</td>
<td>- REPLACEMENT APPROACH</td>
</tr>
<tr>
<td>- NEGOTIATION</td>
<td><strong>SHARED POWER</strong></td>
</tr>
<tr>
<td>- FACILITATION AND SUPPORT</td>
<td>- GROUP DECISION APPROACH</td>
</tr>
<tr>
<td>- MANIPULATION</td>
<td><strong>DELEGATED POWER</strong></td>
</tr>
<tr>
<td>- COERCION</td>
<td>- DATA DISCUSSION APPROACH</td>
</tr>
<tr>
<td><strong>REFREEZING</strong></td>
<td>- SENSITIVITY TRAINING</td>
</tr>
<tr>
<td>- REWARD ALLOCATION SYSTEM</td>
<td></td>
</tr>
<tr>
<td>- COMMITMENT</td>
<td></td>
</tr>
</tbody>
</table>
RESISTANCE TO CHANGE

**INDIVIDUAL**

- Loss of control
- Fear of uncertainty
- Past resentments
- Difference of ideology
- Don’t want any change
- Concern about future competence
- Work load
ORGANIZATIONAL

- STRUCTURAL INERTIA
- RESOURCE LIMITATIONS
- RIPPLE EFFECTS
- THREATS TO POWER
- INTER ORGANIZATIONAL AGREEMENTS
- LIMITED FOCUS ON CHANGED EFFORTS
STRATEGIES FOR OVERCOMING RESISTANCE

1. INFORMATION SHARING
2. PARTICIPATION IN PLANNING CHANCE
3. PROVIDE CLEAR PICTURE AND ITS IMPLICATIONS
4. SEGMENT THE CHANGE INTO SMALLER SUBSETS
5. EMPHASISE THE BENEFITS OF CHANGE
6. MINIMIZE SURPRISE – GIVE ADVANCE WARNING
7. DEMONSTRATE YOUR OWN COMMITMENTS TO CHANCE
8. DEVELOP COMPETENCE
9. DEVELOP ROLE MODEL
10. REWARD, PIONEERS, INNOVATORS AND SUPPORTERS
1. ASSESS CURRENT SITUATION
2. LISTEN AND REPHARSE
3. CLARIFY OBJECTIVES
4. IDENTIFY PROBLEMS
5. BRAINSTORM SOLUTIONS
6. PROVIDE FEEDBACK
7. ENCOURAGE AND MOTIVATE
8. APPRECIATE OUTPUT
9. SHARE WITH ALL
10. PROVISION FOR REWARD