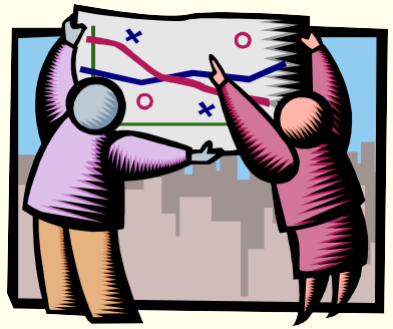
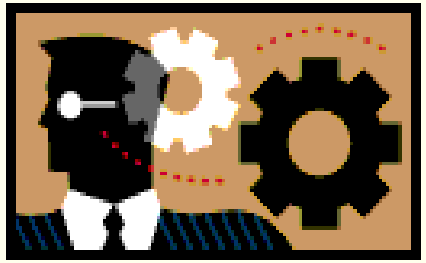
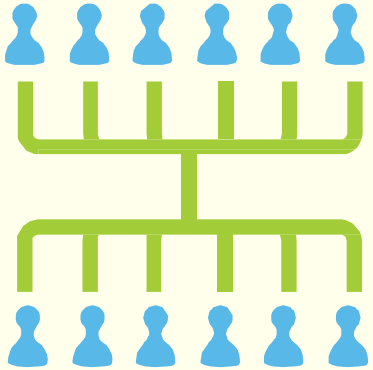




Lecture will start at 1pm



Management and Organisational Behaviour

Change Management

Last Time

What did we discuss last time?

- Strategic Management

What is strategy?

- Strategy entails futuristic thinking and developing a course of action to meet goals and objectives
- A strategy should be able to define and address the following:
  - Our current position (where are we now?)
  - Our intended future position (where do we want to go?)
  - Our growth from the current position to the future position (how do we get there?)

Which of the following best describes ***strategy***?

A. Day-to-day operational decision-making

B. A short-term plan focused on efficiency

C. A future-oriented course of action to achieve goals and objectives

D. A company's marketing campaign

Which of the following best describes ***strategy***?

A. Day-to-day operational decision-making

B. A short-term plan focused on efficiency

C. A future-oriented course of action to achieve goals and objectives

D. A company's marketing campaign

What is strategic management? – Definitions

"Strategic management involves the management of an organisation's resources to achieve its goals and objectives"
(Kenton, 2023)

"Strategic management is the ongoing planning, monitoring, analysis and assessment of all necessities within an organisation to meets its goals"
(Tucci, 2022)

Strategy in Practice

Mintzberg's 5 Ps

Mintzberg suggested the word '**strategy**' can be used in several ways:

In practice, a strategy can be:

- a **P**lan;
- a **P**loy;
- a **P**attern of behaviour;
- a **P**osition in respect to others;
- a **P**erspective.

Mintzberg's 5 Ps of strategy include all of the following EXCEPT:

A. Plan

B. Position

C. Performance

D. Perspective

Mintzberg's 5 Ps of strategy include all of the following EXCEPT:

A. Plan

B. Position

C. Performance

D. Perspective

Strategic Decisions

Key organisational decisions about:

- Long-term **direction**;
- The **scope** of an organisation's activities;
- Gaining **advantage** over competitors;
- Addressing changes in the **business environment**;
- Building on resources and competences **(capability)**;
- Analysing each product's current business performance
- **Values and expectations** of stakeholders;
- Impact on operational decisions.

- The **Mission** tells you **why** the company exists.
- The **Vision** tells you **where** the company wants to go.
- The **Values** are **how** the company behaves while getting there.
- The **Objectives** are **specific goals** that help in achieving the mission and vision.

Strategic Analysis

This is a process used to help a business understand their goals, what obstacles they might have and how to overcome them.

Strategic analysis will often involve:

- Finding strength

- Making a note of any weaknesses

- Understand competition and changes to the market

- Noticing changes in consumer trends

- Trying to predict future events or trends to align goals

SWOT

PESTLE

Task

Match the concept to the correct description:

Concepts:
A. SWOT Analysis
B. PESTLE Analysis
C. Porter's Five Forces
D. Boston Matrix

Descriptions:
1. Analyses a firm's portfolio of products based on market growth and market share (e.g. Stars, Cash Cows, Dogs, Question Marks)
2. Examines industry structure and competitive forces shaping profitability
3. Evaluates internal strengths and weaknesses alongside external opportunities and threats
4. Assesses macro-environmental factors such as political, economic, social, technological, legal and environmental influences

Task – Answers

Match the concept to the correct description:

Concepts:

A. SWOT Analysis
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Descriptions:

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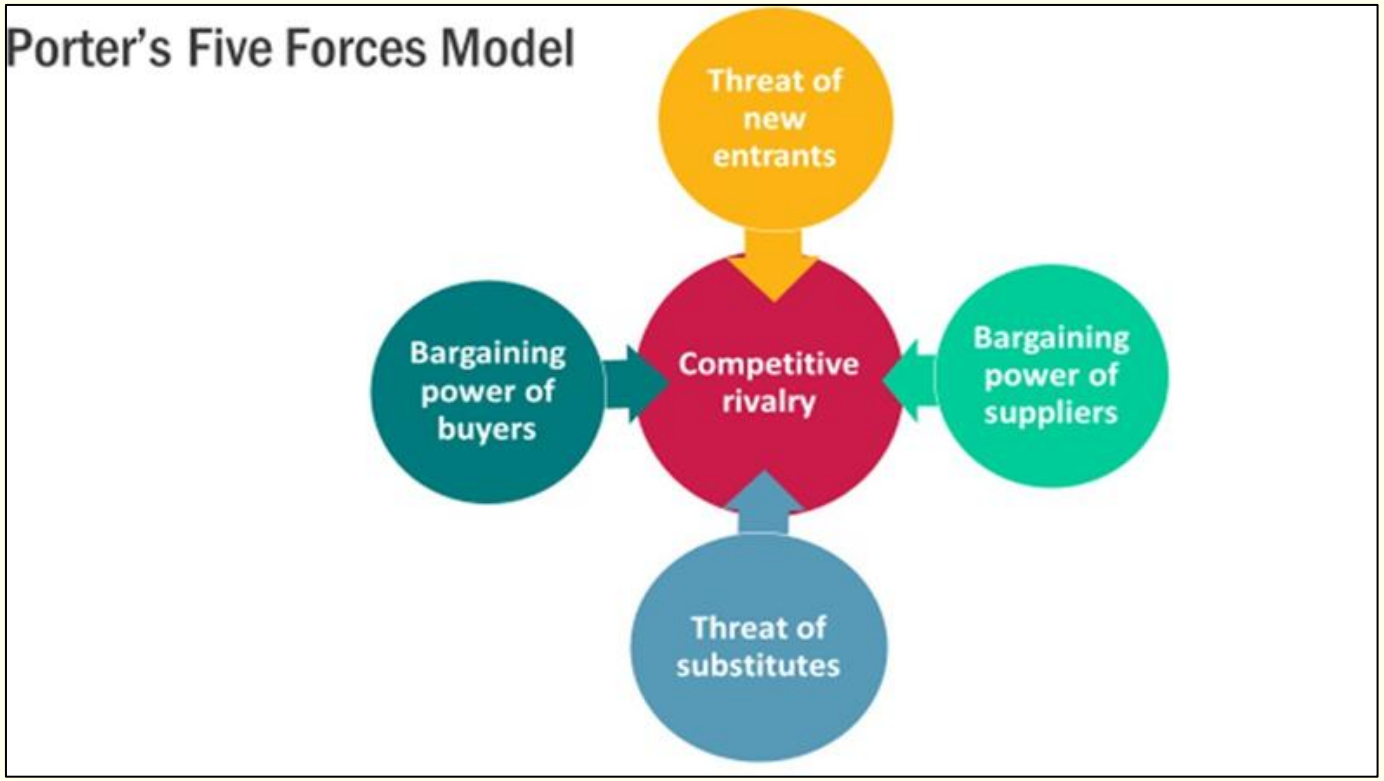
Porter's Five Forces



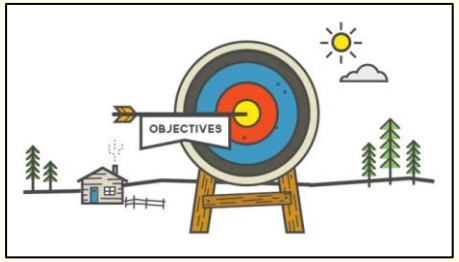
A tool used to analyse the environment/ level of competition for a business

It helps determine a business's attractiveness and profitability

Boston Matrix

A tool used to analyse a portfolio of products and are categories in terms of market share and market growth

Today's Objectives

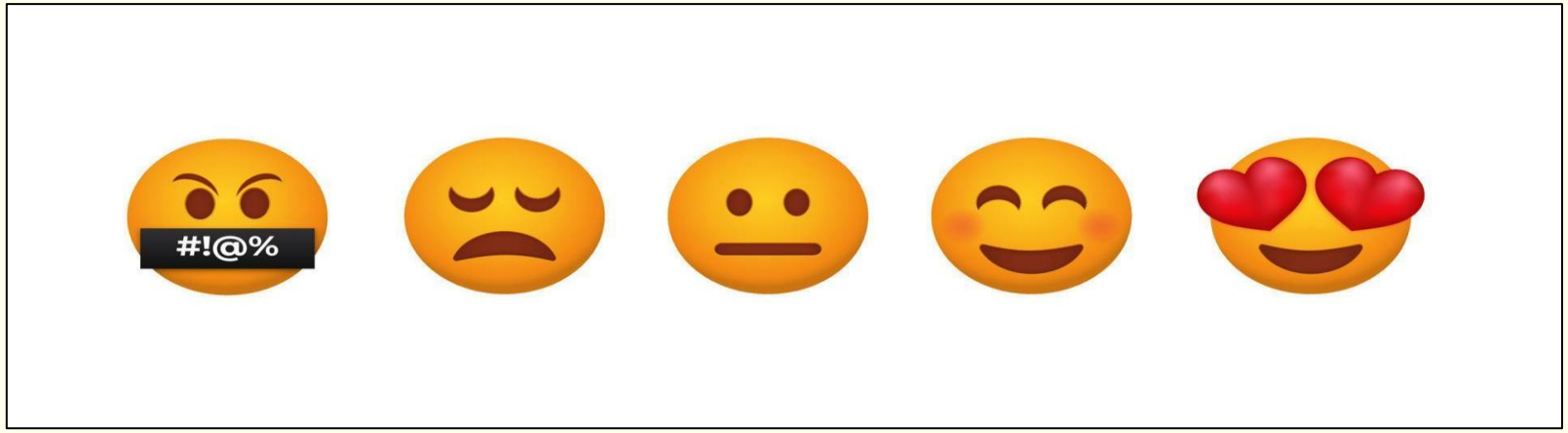


1. Identify the nature and scope of organisational change
2. Discuss the internal and external forces driving change in contemporary organisations
3. Examine strategies used by managers to implement change effectively
4. Analyse the reasons behind resistance to change and strategies to overcome it
5. Differentiate between change management and change leadership and understand their implications in organisational contexts.

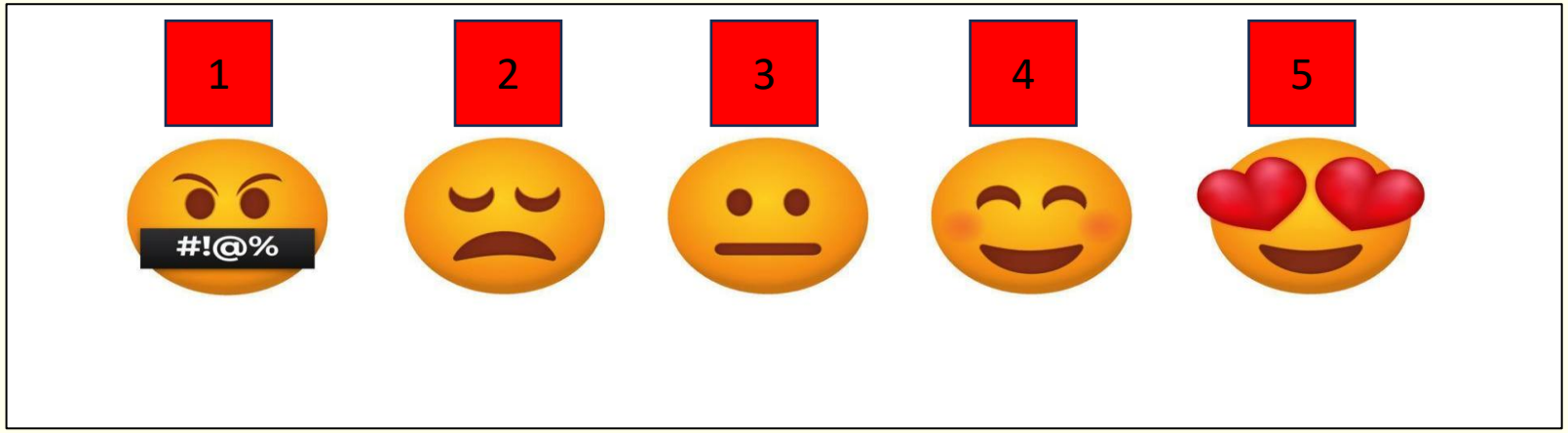
What words do you associate with change?

When you hear something is ‘changing’, what is your immediate reaction?

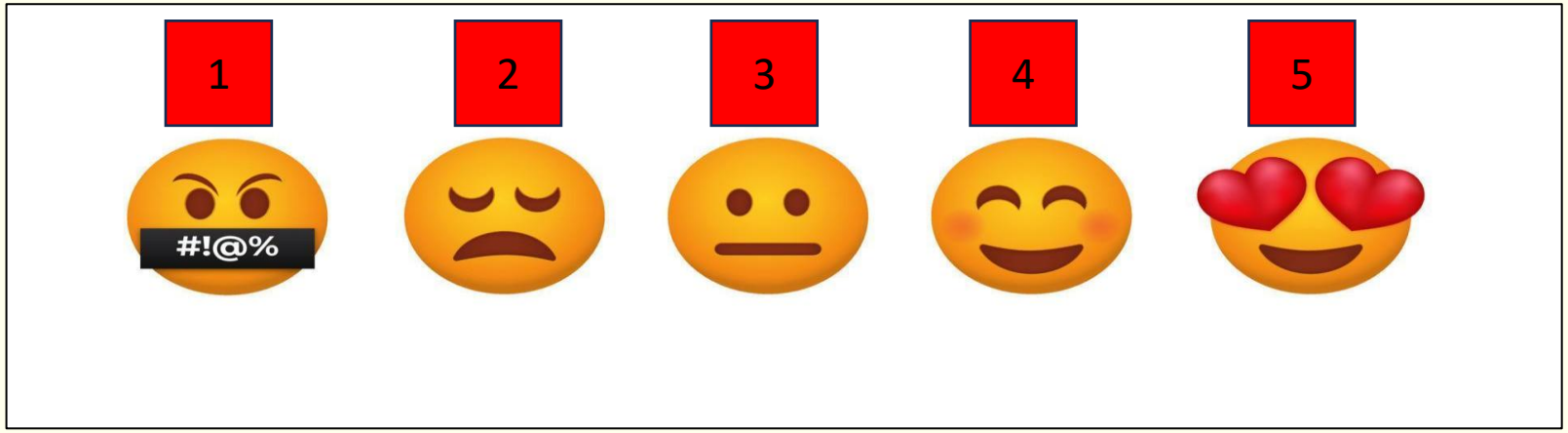
How does the following situation make you feel?...



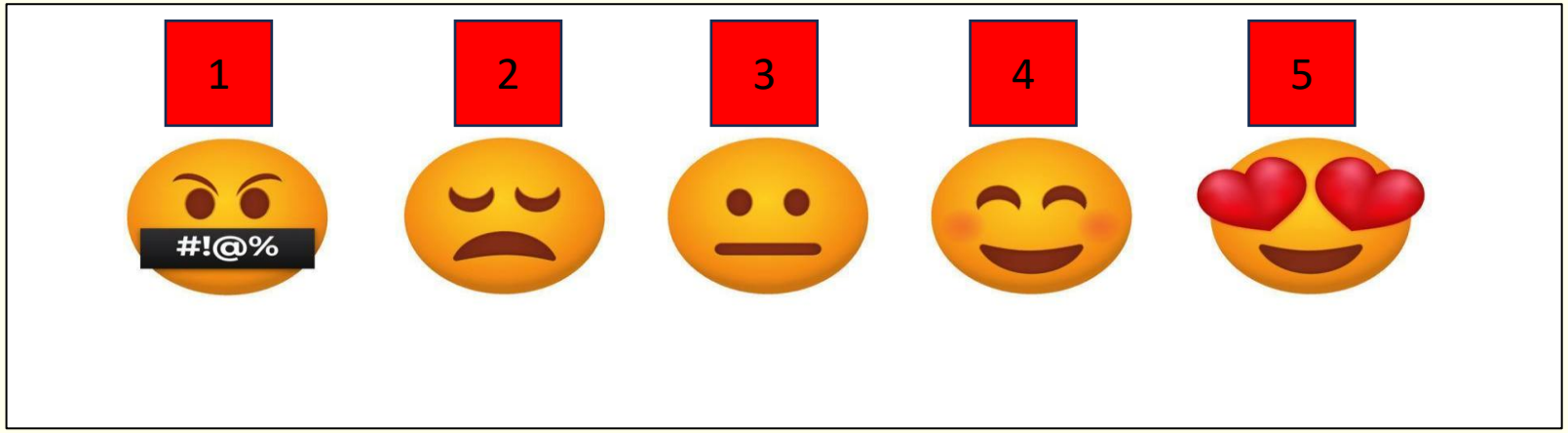
Your colleague is off sick, so you are asked to pick up some extra tasks today.



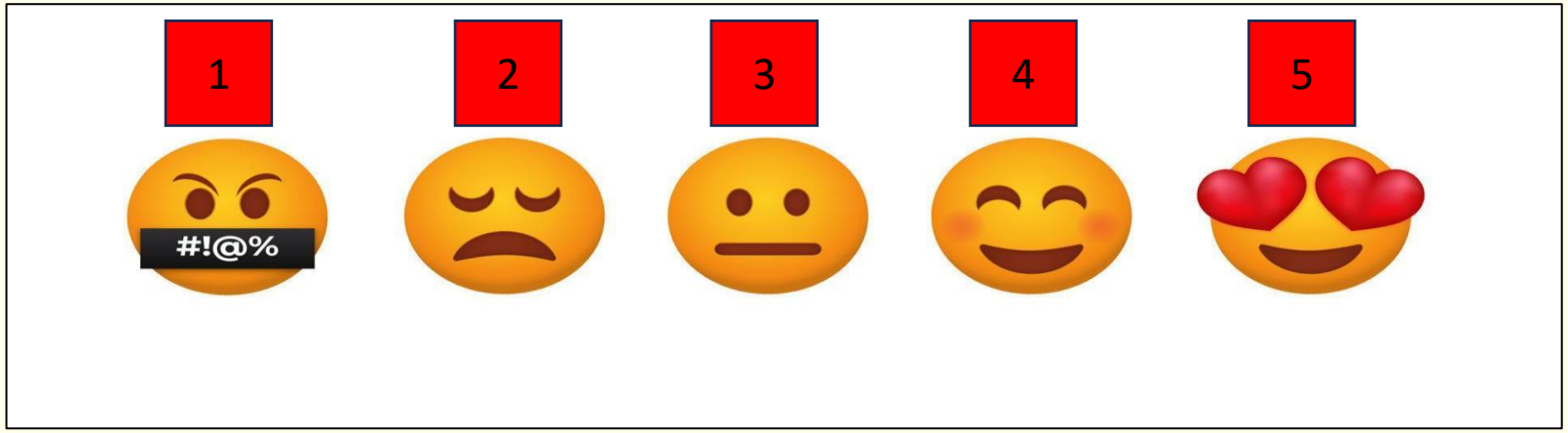
You turn up to work and find out you are working in F&B instead of Housekeeping.



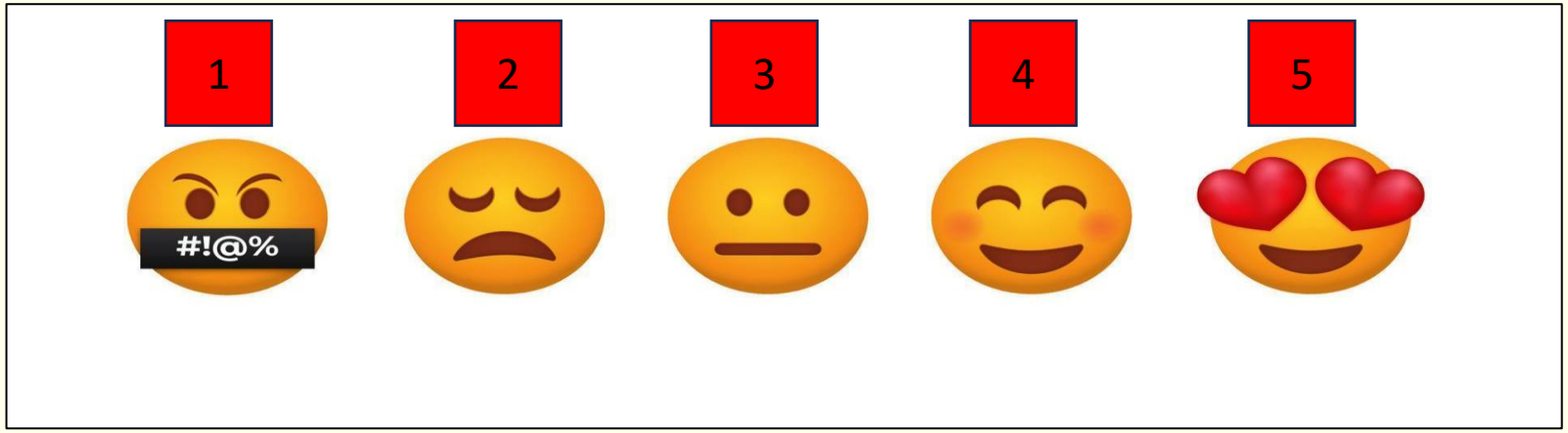
The new manager now wants all staff working 8am – 4pm, rather than 9am – 5pm.



Your line manager offers a ‘work from home’ Friday instead of coming to the office.



Your Assignment has changed and is now due on 1st May.



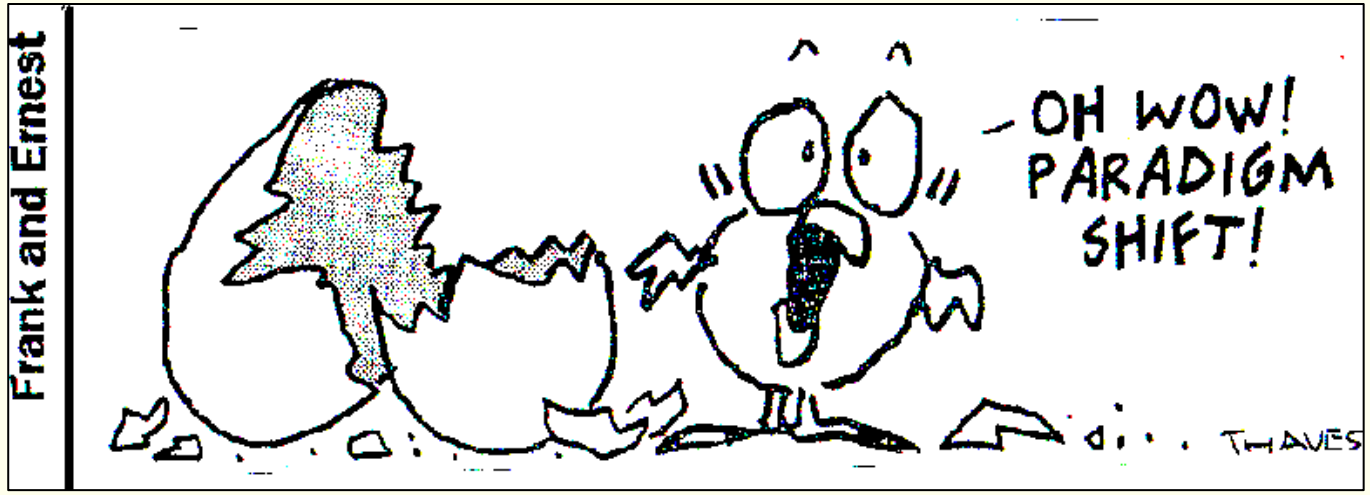
“The only thing constant is change”

(Heraclitus – Greek Philosopher)

A Definition of Organisational Change

A process in which an organisation shifts from being in one state to being in another state.

(Ford and Ford 1995)



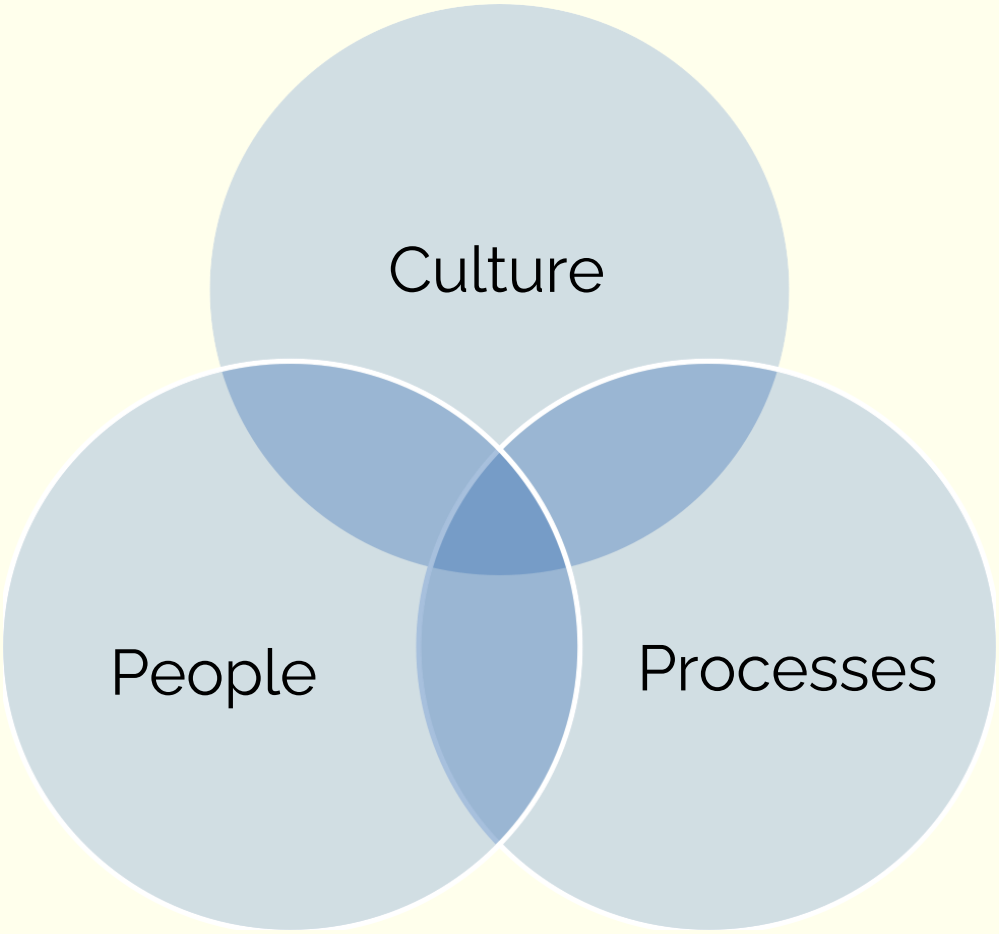
More definitions of organisational change

The process of shifting a company's structure or other significant elements to improve operations and meet new challenges.

To move from the current to a future desirable state using a coordinated and structured approach in collaboration with stakeholders.

Organisational change is the process through which a company undergoes any transformation internally or externally.

Aspects of Change



Group Discussion

What can trigger the need for organisational change?

(Internal or External)

What triggers change?

External factors:

- Economic trading conditions, home and abroad
- New technology
- Changed customer tastes/needs
- Competitor activity
- Mergers/acquisitions
- Changes in local, national and world politics
- Legislation/govt policy
- Changes in social and cultural values

What triggers change?

Internal factors:

- new products/services
- Poor performance
- Poor morale/ stress/ staff turnover
- New boss/team
- Lack of skills
- Relocation
- Revised responsibilities
- Innovations in processes
- New ideas about customer service

Types of organisational change

01	STRATEGIC CHANGE	Includes changes to the business's policies, structure, or processes
02	PEOPLE-CENTRIC CHANGE	Includes instituting new parental leave policies or bringing in new hires
03	STRUCTURAL CHANGE	Includes shifts in management hierarchy, teams, responsibilities of different departments, chain of command, job structure.
04	TECHNOLOGICAL CHANGE	Involves introducing new software or system to improve business processes
05	UNPLANNED CHANGE	A necessary action following unexpected events
06	REMEDIAL CHANGE	Occurs when a problem is identified, and a solution needs to be implemented

Figure 21.1 A typology of organisational change (adapted from Nadler and Tushman 1986)

TIMING OF CHANGE	SCOPE OF CHANGE: Incremental (as and when)	SCOPE OF CHANGE: Strategic (planned)
Reactive	**ADAPTATION** Small, gradual changes, usually in response to changes in the organisation's environment and mostly involving only changes to selected organisational parts Example: adding a customer service department after realising that customers require after-sales service	**RE-CREATION** Usually involves a complete re-think of the organisation's strategy, in order for it to become a different type of organisation, and can affect all of its parts Example: a building society that becomes a public company in order to transform itself into a high street bank
Anticipatory	**FINE-TUNING** Small changes, usually at the operational level of an organisation, in anticipation of future environmental changes Example: retailer of flat-pack, self-assembly furniture realises that customers are losing interest in DIY and offers an assembly service	**RE-ORIENTATION** A change in direction for an organisation that is in anticipation of changes elsewhere and can involve widespread internal changes Example: high street bank that moves from branch services into telephone and internet banking because of anticipated growth in internet shopping

Group Discussion

What can cause resistance to change in the workplace?

Resistance to change can be caused by…

Self Interest:

- A perceived threat to the individual's job security
- This could impact their position within the organisational and financial stability
- Fearful they might lose something valuable
- Individuals will place their own interests ahead of the organisations, particularly if they don't feel a strong loyalty to it

Resistance to change can be caused by…

Low Tolerance to change:

- Many individuals naturally have a low tolerance to change and would rather keeps things ‘the way they are’
- People seek security, predictability and stability within their work
- Tolerance might be lower if there has already been a recent change in the past and so employees might not want to accept even more change

Resistance to change can be caused by…

Different Assessment of the situation:

- Disagreements between those opposing the change and those impacted by the change
- Employees can recognise the need for change, but do not agree with the changes being proposed
- Disagreements can further occur when it comes down to ‘what is best for the business’

Resistance to change can be caused by…

Misinformation or Misunderstanding:

- People do not understand why change is needed as they are not informed

- A misunderstanding of the change could come from lack of communication or ‘word-of-mouth’, meaning it has been misinterpreted along the way

Activity

Your task:

Find an example of an organisation that has experienced **LARGE** change and succeed?

- *What was the change?*
- *How did they manage it effectively?*

Then, find an example of an organisation that **FAILED** to embrace change.

- *What happened?*
- *What has been the outcome?*

Group Discussion

How can organisations reduce the resistance to change?

Minimising the problems of change

- Create an environment of trust and shared commitment
- Genuine participation of all staff concerned as early as possible
- Team management and co-operation between staff and unions
- A carefully designed human resource management action programme
- Incentives such as payment schemes
- Maintenance of the socio-technical balance
- Careful attention to job design, methods of work organisation, relations between jobs and task design

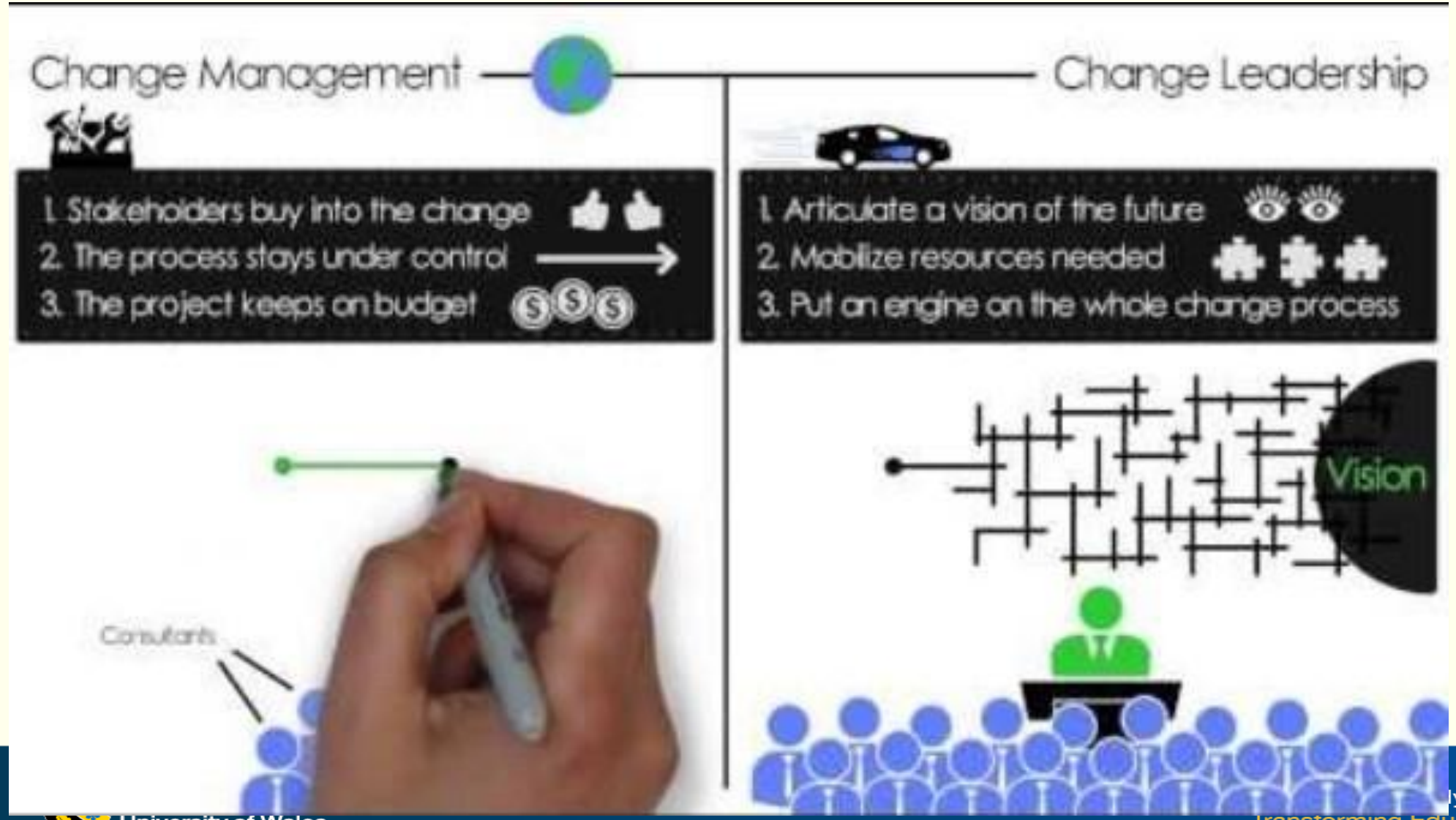
Actions to secure effective change

1. Create a sense of urgency among relevant people
2. Build a guiding team which has credibility
3. Create visions that are sensible, clear and uplifting
4. Communicate the vision and strategy to encourage understanding and commitment
5. Empower action and remove obstacles
6. Produce short term wins
7. Do not let up but maintain momentum
8. Make change stick by nurturing a new culture

Kotter and Cohen (1995)

Change Management vs Change Leadership

What is the difference?



Access: https://www.youtube.com/watch?v=yseq-v9DFqg

Change management

- ✓ This term is more commonly used but should not be used interchangeably with change leadership
- ✓ Change Management – refers to the set of tools or structures intended to keep change efforts under control
- ✓ Goals should be to minimise the distractions and impacts of change
- ✓ Focus is on overcoming resistance

Change leadership

- ✓ Change leadership should concern the driving forces for large scale transformations
- ✓ Shift in mindset that anyone can lead the change and not just someone 'within hierarchy'
- ✓ More focus on influencing the change, rather the process of change
- ✓ Individuals can inspire vision

How to succeed with change leadership

Follow the 3C's for successful change leadership:

Communicate – Make sure to communicate openly with your team and provide clear explanation as to why these changes are necessary
This can increase the level of co-operation from employees

Collaborate – Involve the team members within decision making and help them feel apart of the movement.
This should be evident across all departments and create a sense of team working community.

Commit – Show try dedication to supporting the change as a leader. This can help increase motivations and innovations from employees

How to lead in an era of constant change

Access:
https://www.youtube.com/watch?v=urntcMUJR9M&t=3s

Today's recap…

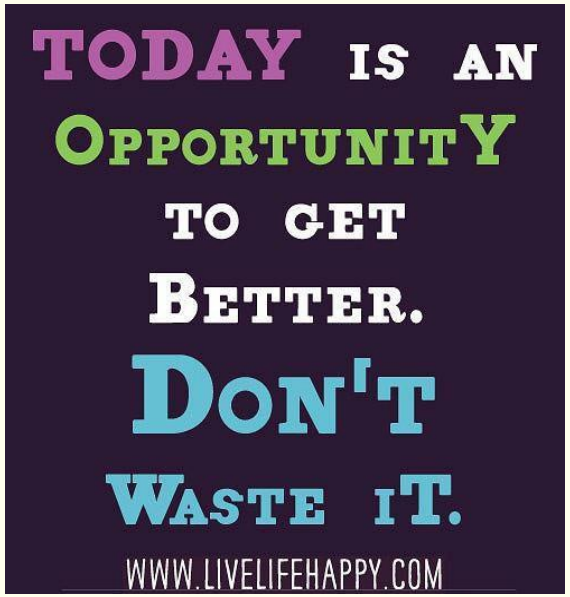
- What is organisational change
- How we feel about change
- What triggers the need for change
- Resistance to change
- Change management vs Change leadership

Any Questions

Review of Drafts

- Send me a draft by email before 30th April (end of day) for live feedback to be discussed on 5th May

- l.bassler@uwtsd.ac.uk



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Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

I look forward to seeing you next time.

If you have any questions in the meantime, please send an email from your *student account*

l.bassler@uwtsd.ac.uk

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