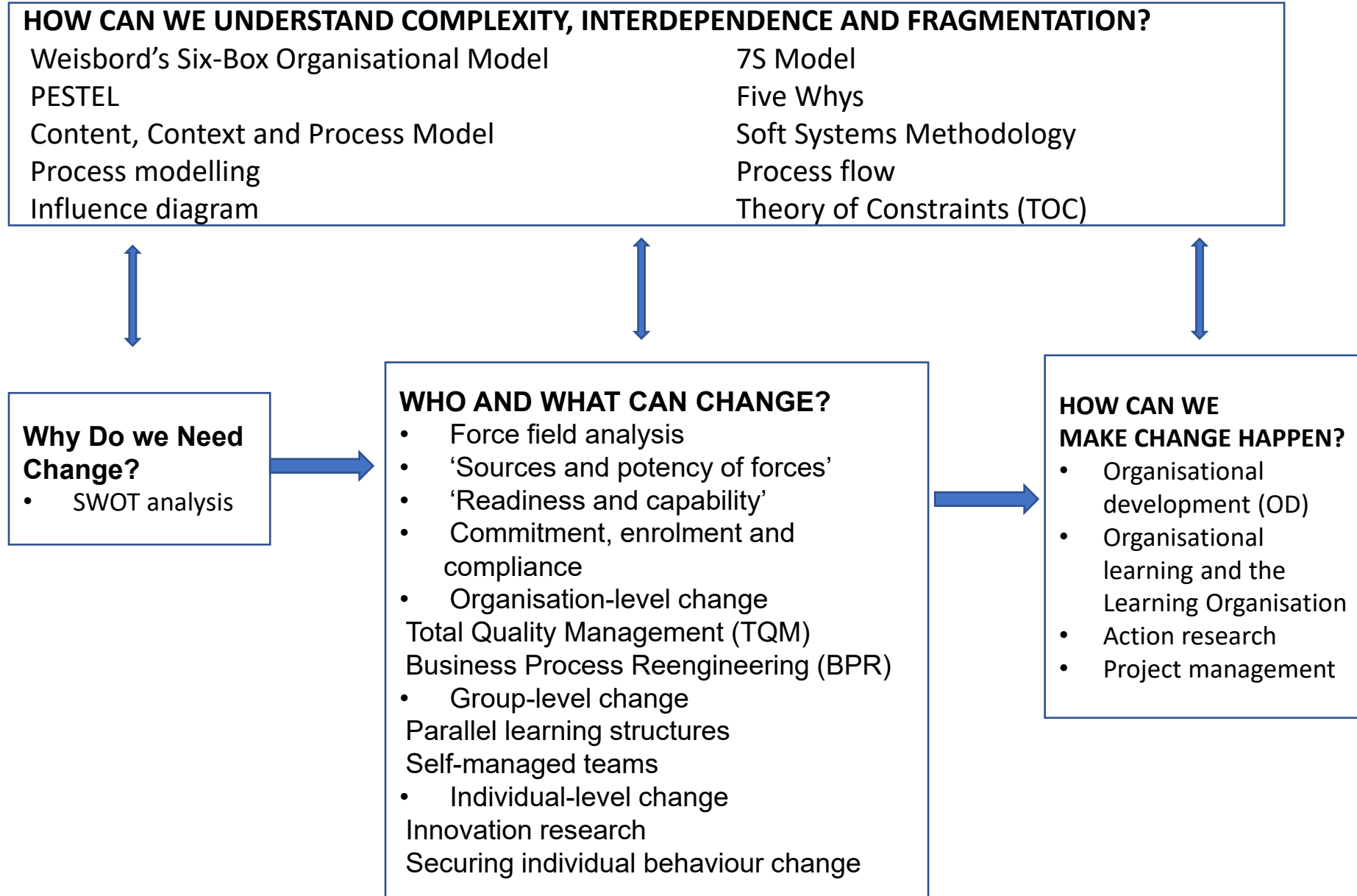
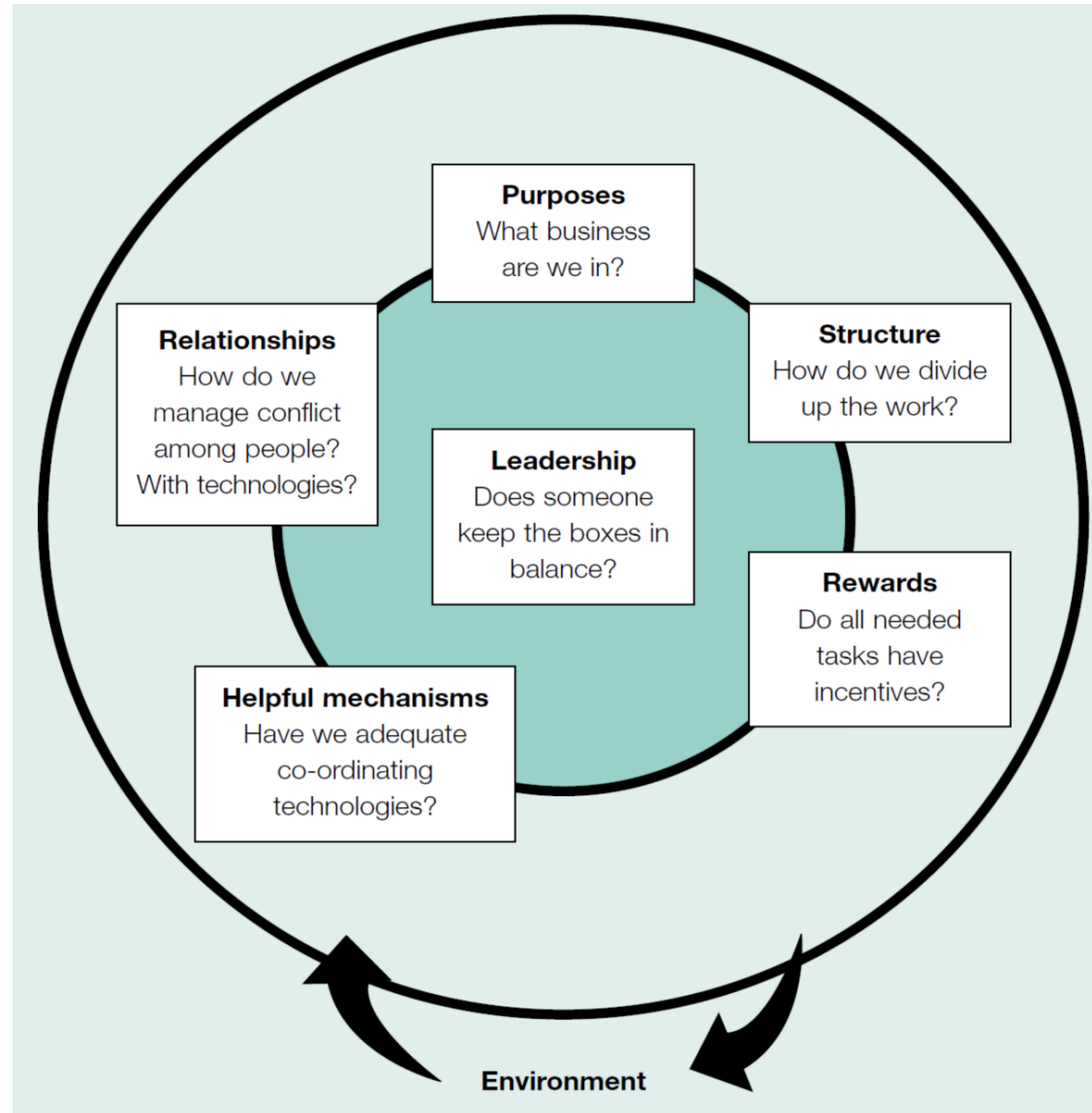


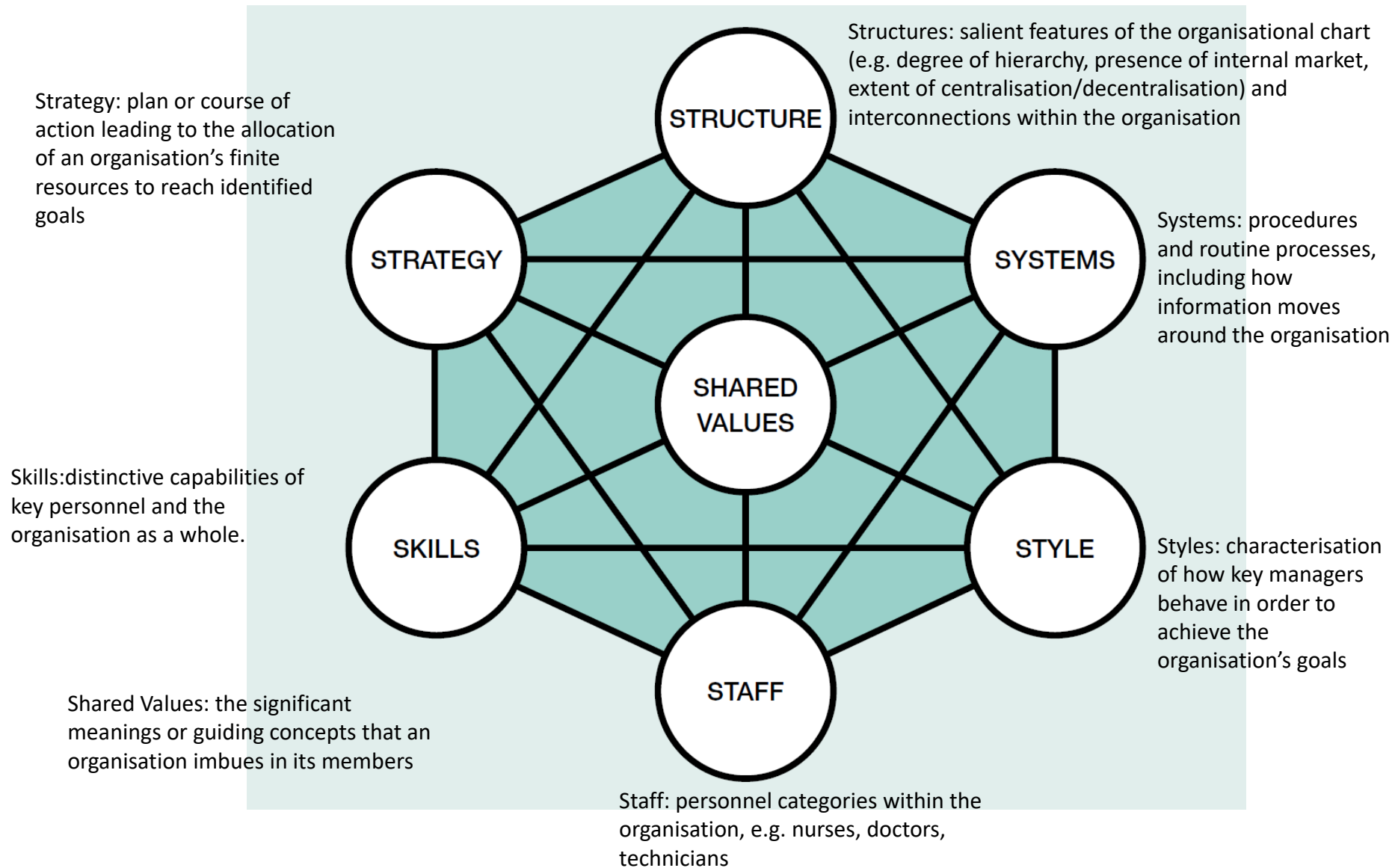
Different tools for managing changes



Weisbord's Six-Box Organisational Model



7S Model



PESTELI

- **Political factors** – both big and small ‘p’ political forces and influences that may affect the performance of, or the options open to the organisation
- **Economic influences** – the nature of the competition faced by the organisation or its services, and financial resources available within the economy
- **Sociological trends** – demographic changes, trends in the way people live, work, and think
- **Technological innovations** – new approaches to doing new and old things, and tackling new and old problems; these do not necessarily involve technical equipment – they can be novel ways of thinking or of organising
- **Ecological factors** – definition of the wider ecological system of which the organisation is a part and consideration of how the organisation interacts with it
- **Legislative requirements** – originally included under ‘political’, relevant legislation now requires a heading of its own
- **Industry analysis** – a review of the attractiveness of the industry of which the organisation forms a part.

FIVE Whys

Problem situation: an inpatient complains that her request for a bed pan has been ignored.

1 Why?	Nursing assistant A failed to bring it	
		
2 Why?	She was sent by staff nurse B to assist other staff in dealing with another patient whose needs were more serious	A failed to mention to B that she had been asked to bring a bedpan
		
3 Why?	The team was about to hand over to the next shift and while preparing for the handover there were fewer staff available on the ward	B had not invited A to hand back any outstanding tasks
		
4 Why?	The handover system needs attention	Staff nurse B would benefit from some training in communication skills
		
5 Why?	It is a while since the handover system was discussed on the ward and some aspects are not being observed	Appraisal has been allowed to slip during recent shortages of staff

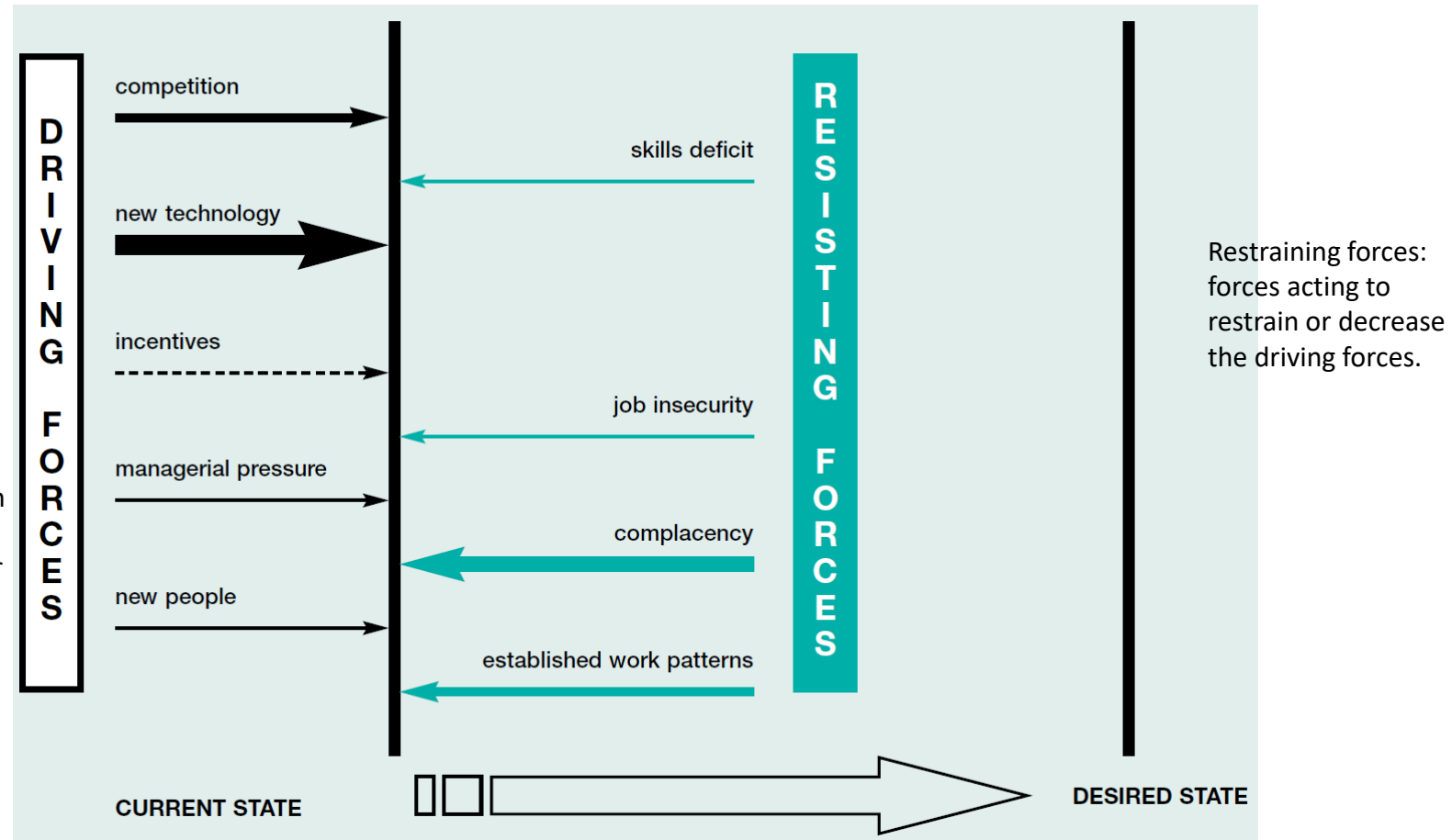
SWOT Analysis

Strengths	Weaknesses
Opportunities	Threat

Force Field Analysis

'forces': perceptions of people in the organisation about a particular factor and its influence.

Driving forces: forces affecting a situation and which are attempting to push it in particular direction. These forces tend to initiate change or keep it going..



Three Fundamentals of force field and change

1. Increasing the driving forces results in an increase in the resisting forces; the current equilibrium does not change but is maintained under increased tension.
2. Reducing resisting forces is preferable because it allows movement towards desired state, without increasing tension.
3. Group norms are an important force in resisting and shaping organisational change.

Group Activity

Read the case study provided (feel free to make assumptions)

1. Use one model/tool to understand the complexity, interdependence and fragmentation of the organization for digital transformation
2. Use a model/tool to explore/explain why the organisation need change?
3. Use a model/tool to explore/explain who and what can to ensure the digital transformation within the organisation