LCDB7008 Visions for the Future : Theoretical Perspectives on Management

Week 9

Change Management

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Module overview

What is Change?

Change is an inevitable, yet difficult, aspect of a growing business. However, you don't need to adopt a "resistance is futile" attitude to get people on board and drive change.

Change Management

[Student’s perspective] Have you encountered any changes during your studies?

Change Management

[Employee’s perspectives] Have you encountered any changes in your workplaces ?

Change Management

[Owner’s perspectives] Have you encountered any changes in your workplaces ?

Change Management

What is Change Management?

Change management models are designed to act as compasses that help you navigate difficult transitions and guide you and your team towards more than acceptance – to adopt new processes and maximizing ROI for business process changes.

What Is a Change Management Model?

Change management models are **concepts, theories, and methodologies** that provide an in-depth approach to organizational change. They aim to provide a guide to making changes, navigating the transformation process, and ensuring that changes are accepted and put into practice.

Whether those changes apply to new hires who are learning the company processes, company-wide changes involving internal tools, department-specific changes, or anything in-between, change management frameworks are designed to make the changes easier to implement and, more importantly, to solidify the change as the new norm.

The Importance of Change Models

Understanding the basic principles of popular change management models and frameworks enables enterprises to leverage best practices, tactics, and strategies to lean on when facilitating change projects. Relying on the fundamentals of these change models allow organizations to develop more effective, strategic, and contextual change initiatives.

The Importance of Change Models

This all impacts your company's bottom line. Change projects have huge implications that can cause ripple effects across productivity, revenue, customer experience, and more. Change projects are also time and resource intensive, as well as typically involve new technology investments.

This means change projects are costly and expensive investments for companies – and relying on the principles of one (or more) change models empower organizations to successfully navigate large change projects.

Change Management Models

- Lewin's Change Management Model
- McKinsey 7-S Model
- Nudge Theory
- The ADKAR Change Management Model
- Kübler-Ross Change Curve
- Bridges' Transition Model
- Satir Change Model
- Kotter's 8-Step Theory
- Maurer 3 Levels of Resistance and Change Model
- Deming Cycle (PDCA)

1. Lewin's Change Management Model

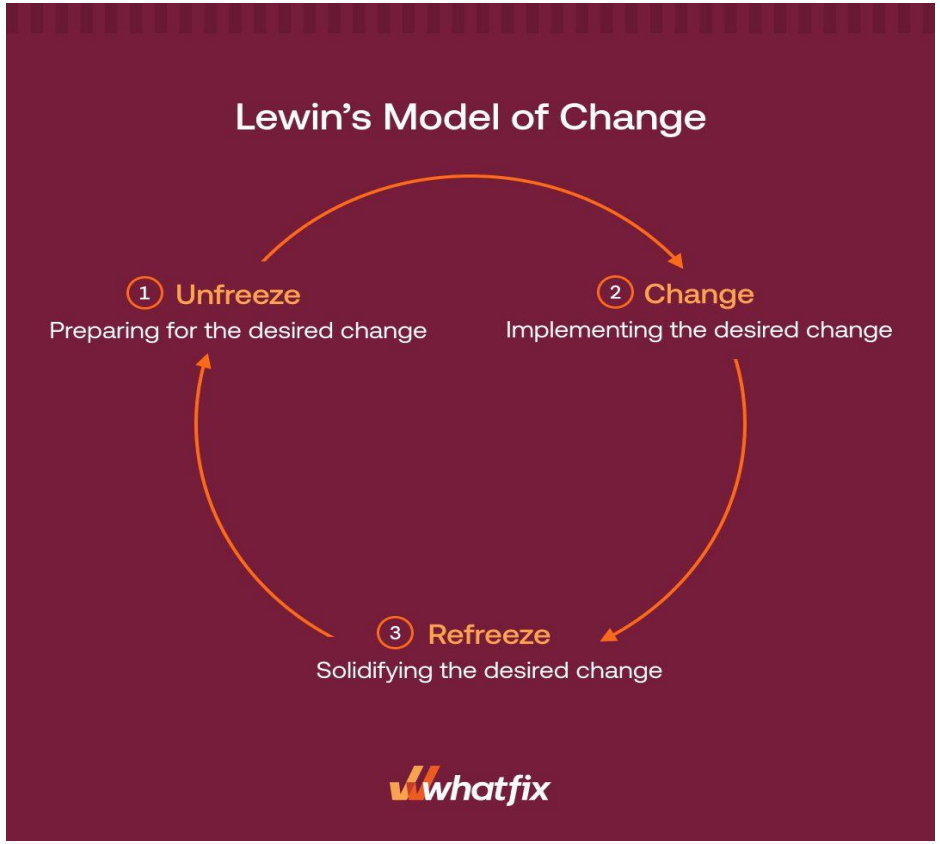
Lewin's 3-Stage Model of Change, developed by Kurt Lewin, is popular thanks to its three-phase model that breaks down big changes into more manageable chunks:

Unfreeze

Change

Refreeze

1. Lewin's Change Management Model



You must first "unfreeze" your current process and analyze how it can be improved so that everyone affected understands the need for change. You then make your changes and guide employees throughout the transition. Once changes have been deployed and tweaked according to employee feedback, you must solidify or "refreeze" the new status quo.

So few phases don't guarantee a fast transition. The Lewin's Model often involves spreading out the "change" phase over a long period of time to overcome resistance and provide adequate training. Use this model when you have strong support from senior management and need to make organization- or team-wide changes.

2. McKinsey 7-S Model

The 7 S's of the McKinsey 7-S Model make it one of the more complex models, but that complexity may be necessary when implementing complicated organization-wide changes. The model's seven elements are not designed to be addressed in a specific order but rather assessed by how they affect each other so that weaknesses can be identified:

2. McKinsey 7-S Model

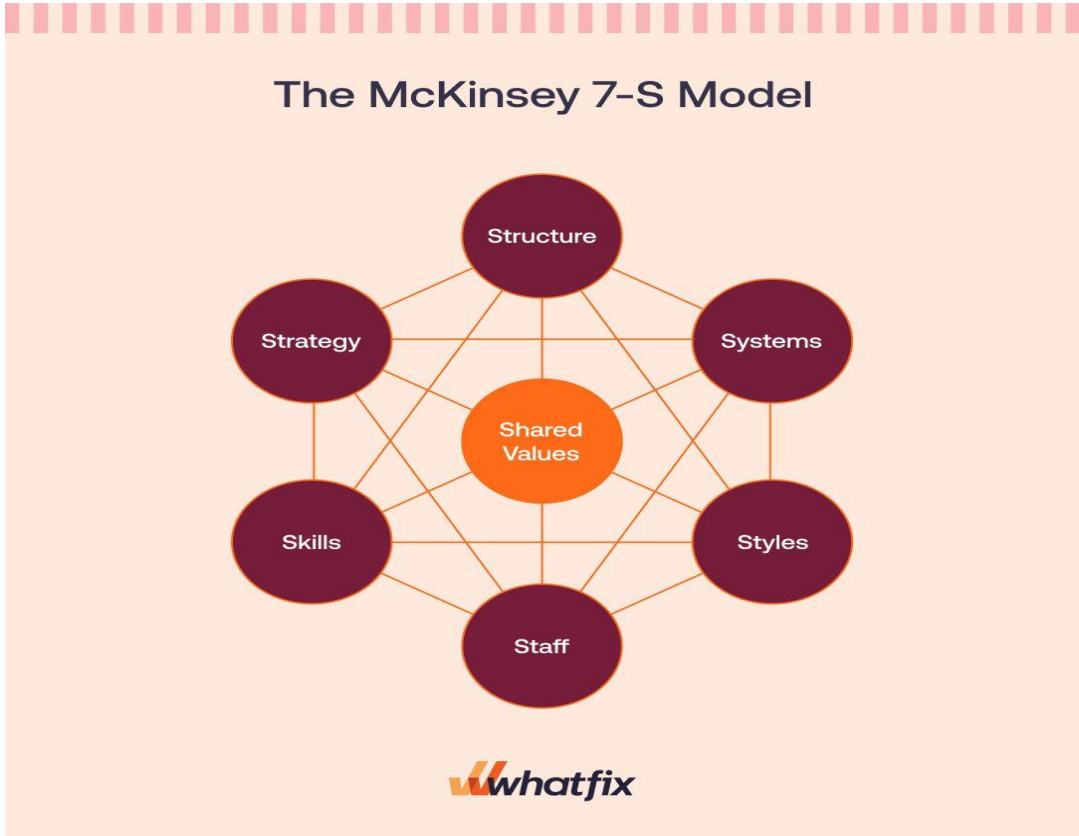
Strategy
Structure
Systems

3 Hard elements

Shared Values
Style
Staff
Skills

4 Soft elements

2. McKinsey 7-S Model



2. McKinsey 7-S Model

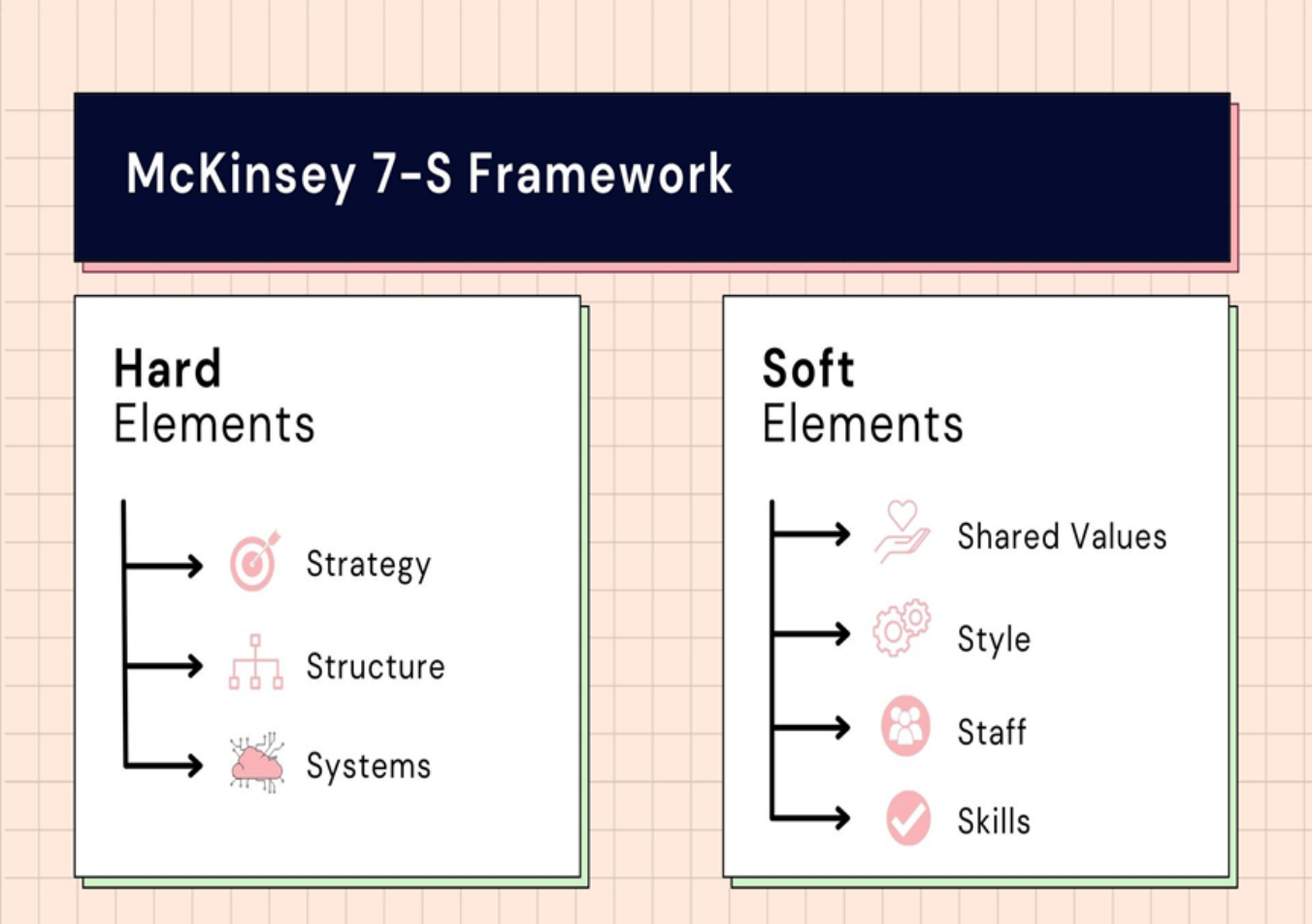
The first three — strategy, structure, and systems — are considered the "hard" elements, meaning they are simpler to identify and easily influenced by management. The hard elements are such things as the company plans to be more competitive (strategy), organizational charts (structure), and routines/processes for how work is to be done (systems).

The remaining four "soft" elements, conversely, are more difficult to describe and are influenced by the company culture. Your staff, their skillsets, the company's overall leadership style, as well as the values or culture of the company are more fluid and subject to continuous change. The key is to keep all seven elements in harmony by analyzing how they interact with and affect each other.

2. McKinsey 7-S Model

The McKinsey 7-S model is perfect for when you know there is something wrong within the organization, but you're not sure how to address the issue. Once you have identified what changes need to be made, the seven elements serve as a guide to keep your company in balance. This model can help you identify misalignments, such as your company touting a focus on family but not offering paternity leave. It can then help you navigate the implementation of the necessary change, such as ensuring that your staff has the skills to cover responsibilities for anyone who takes advantage of a paternity leave option.

2. McKinsey 7-S Model

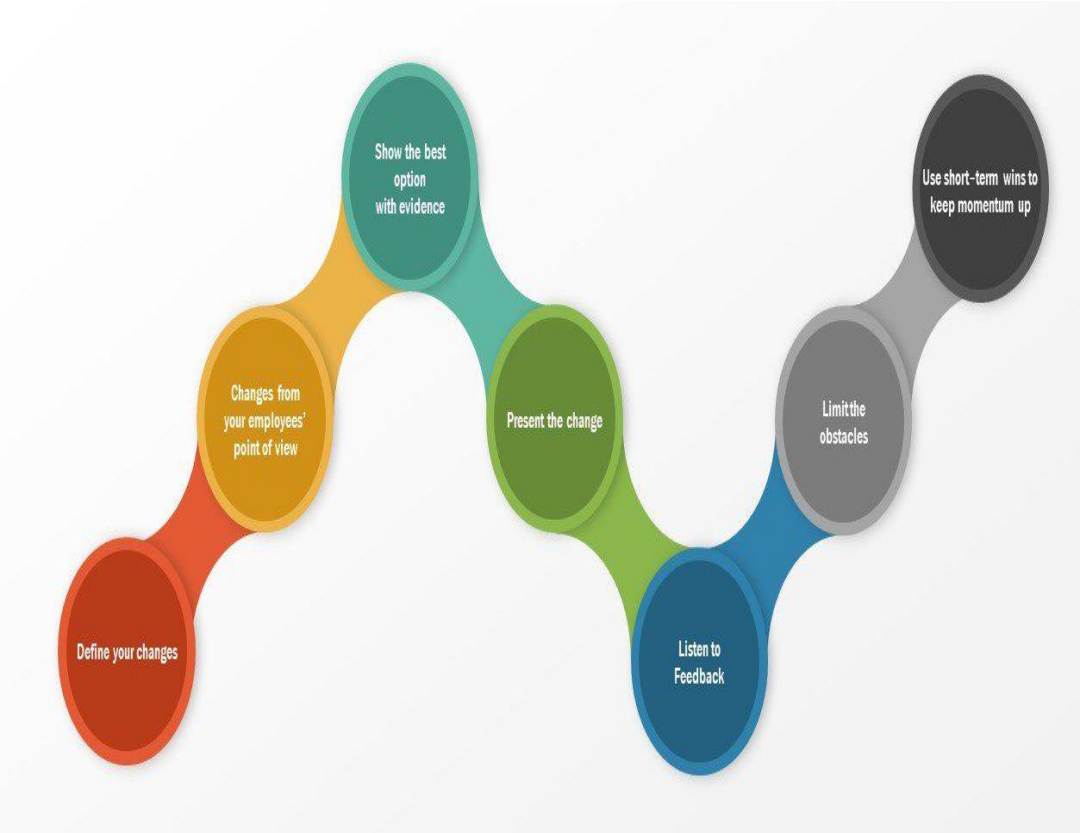


3. Nudge Theory

Nudge theory relies on subtle, indirect suggestions that are backed up by evidence so that employees will be nudged in the direction of change that you desire. The premise is that “nudging” change is more effective than strictly enforcing change. Below are the theory’s basic principles:

- Define changes
- Consider employee point of view
- Provide evidence to show the best options
- Present change as a choice
- Listen to employee feedback
- Limit options
- Solidify change with short-term wins

3. Nudge Theory

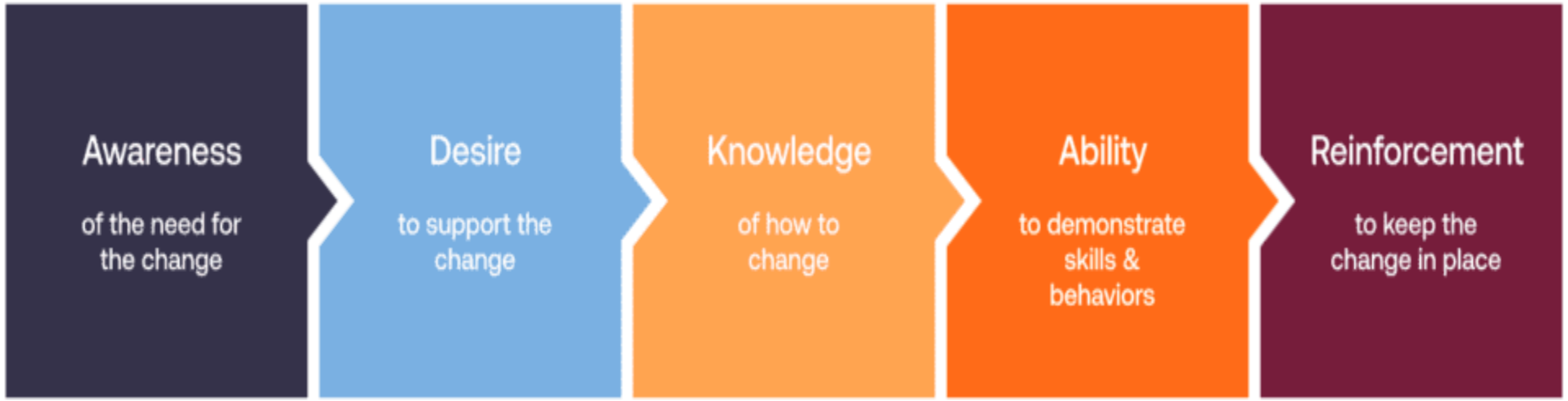


Nudge theory allows employees to see the need for change for themselves and influence how it is made, making resistance less likely.

4. The ADKAR Change Management Model

- The ADKAR Model is a bottom-up method created by Jeffrey Hiatt. It puts the focus on the people behind the change. This is not a sequential method; each letter in the acronym represents a goal to be reached as a company:
- • Awareness (of the need to change)
- • Desire (to participate in and support the change)
- • Knowledge (on how to change)
- • Ability (to implement required skills and behaviors)

4. The ADKAR Change Management Model



5. Kübler-Ross Change Curve

Kübler-Ross Change Curve as it is based on the five stages of grief, which was defined by the psychiatrist Elisabeth Kübler-Ross. By acknowledging that change is often met with emotional reactions (as opposed to more logic-based objections), method's five stages:

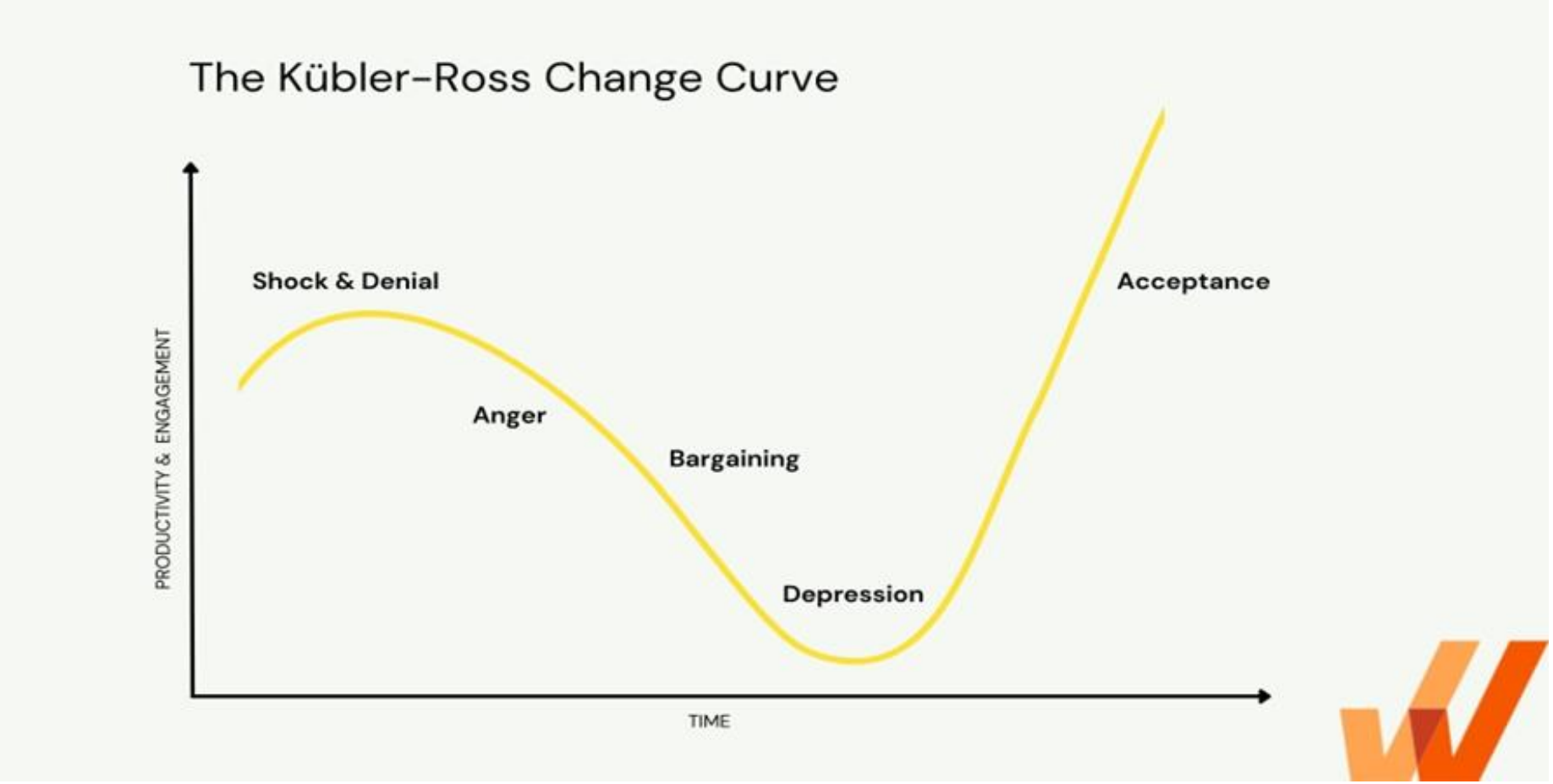
- Denial
- Anger
- Bargaining
- Depression
- Acceptance

5. Kübler-Ross Change Curve

Employees may move through these stages in random order and even repeat stages. It's essential to communicate and empathize, so employees feel that you are acknowledging their emotions throughout the journey towards acceptance.

Any examples ?

5. Kübler-Ross Change Curve



6. Bridges' Transition Model

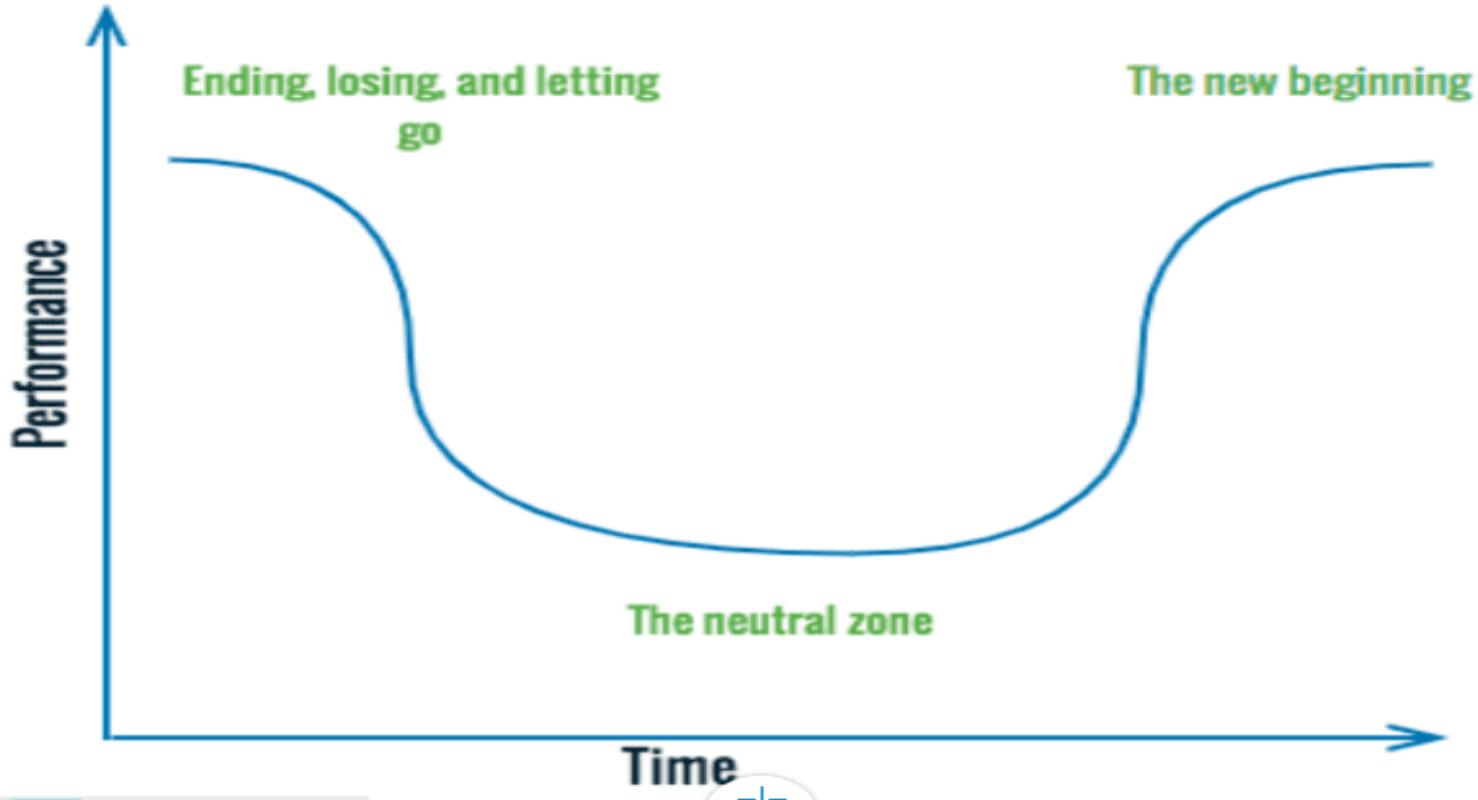
- The Bridges' Transition Model focuses on the emotional reactions throughout a transition. While many models focus on the change itself, the Bridges' model narrows in on the transition process by breaking it into three stages:

. Ending, losing, and letting go

. The neutral zone

. The new beginning

6. Bridges' Transition Model



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6. Bridges' Transition Model

- The concept behind this model is that change is a thing that happens *to* people, versus a transition, which is a journey people embark upon. By anticipating the denial, anger, and frustration that comes with change, you can better guide people towards the neutral zone, which is the bridge between the old and new.

6. Bridges' Transition Model

This feelings-based, personal approach helps management and employees work together to transition and solidify change. Once again, taking your employees' personal feelings into consideration when implementing change guarantees a higher acceptance rate.

7. Satir Change Model

- Satir Change Model monitors the emotional progression of employees by tracking their performance through five stages:

. Late status quo

. Resistance

. Chaos

. Integration

. New status quo

8. Kotter's Theory

- Developed by Harvard Business School professor John P. Kotter, Kotter's Theory for change management is divided into eight stages:
- Create a sense of urgency
- Build the change team
- Form a strategic vision
- Communicate the vision
- Remove barriers to change
- Focus on short-term wins
- Maintain momentum
- Institute change

8. Kotter's Theory

This top-down model neglects to include a stage that calls for employee feedback

9. Maurer 3 Levels of Resistance and Change Model

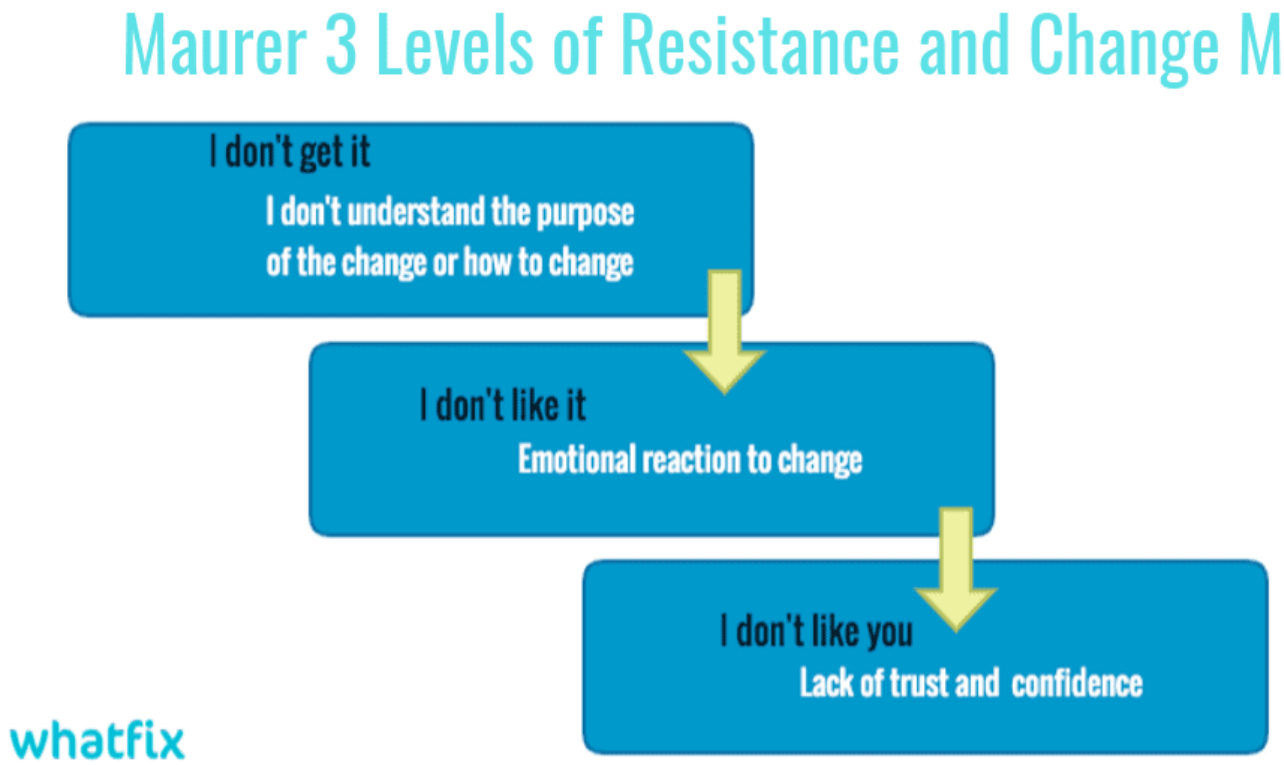
- The Maurer 3 Levels of Resistance and Change Model is unique in that it centers on what causes changes to fail. This model focuses on three critical levels of resistance:

. I don't get it

. I don't like it

. I don't like you

9. Maurer 3 Levels of Resistance and Change Model



9. Maurer 3 Levels of Resistance and Change Model

- **“I don’t get it.”**

People are prone to rejecting what they do not understand. When employees do not fully comprehend the need for the change or the change itself, you’ve already set yourself up for failure. It’s critical that employees are given the information that will allow them to see the necessity for the change.

9. Maurer 3 Levels of Resistance and Change Model

“I don’t like it.”

Emotional reactions can be a huge barrier to implementing change. If employees feel frustrated by or even fearful of the change, they are likely to dig their heels in and resist. Preparing for and managing this expected roadblock is key to moving forward with the change.

9. Maurer 3 Levels of Resistance and Change Model

“I don’t like you.”

You don’t need to be best friends with the people affected by the change, but if your employees do not trust your judgement and expertise, they may put up more of a fight. If you are confident and informed about the need for change as well as the process for implementing it, your employees will be more receptive.

While the Maurer 3 Levels of Resistance and Change Model is best paired with a step-by-step guide, anticipating and understanding forms of resistance can be incredibly valuable.

10. Deming Cycle (PDCA)

- The Deming Cycle, originally developed by Dr. Williams Edwards Deming, is also known as the Plan-Do-Check-Act (PDCA) cycle. This framework focuses on process improvement and is divided into four phases:

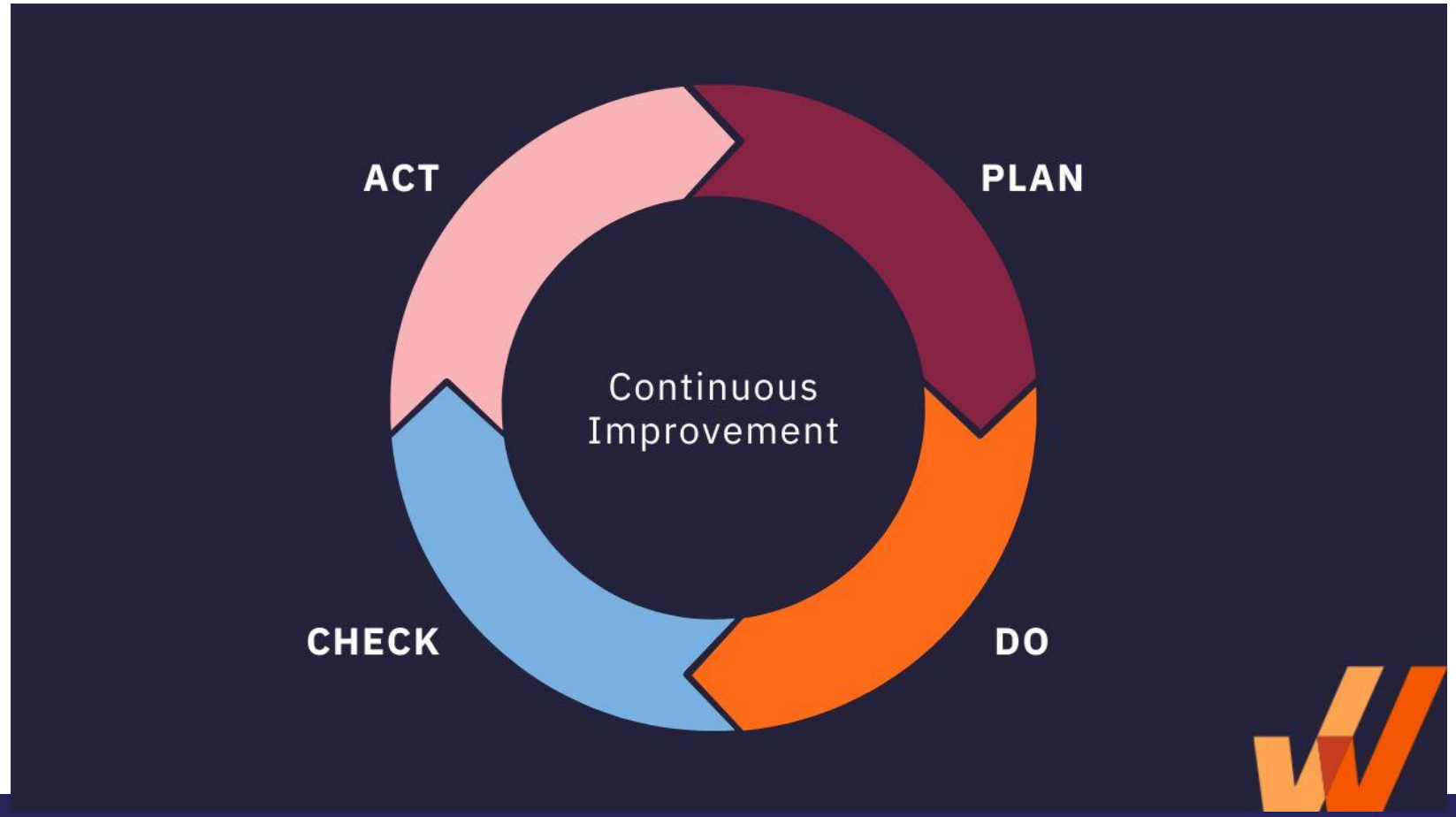
. Plan

. Do

. Check

. Act

10. Deming Cycle (PDCA)



10. Deming Cycle (PDCA)

- PDCA is called a cycle instead of a model because it is designed to work on a loop. You identify issues and potential improvements during the planning stage, then implement them on a small scale, such as within one team or a small department. You then check and monitor progress to see if this change could benefit from adjustments, and then you act accordingly. Acting could mean implementing the change in other areas of the company, or it could mean going back to the planning stage.
- This change management framework works best on a small scale, testing changes on a single team or department and tracking results before implementing changes company-wide.

Managing Change is Essential for Continued Organizational Success

- Change will rarely be welcomed, but proper management can minimize negative reactions. Choose a change management model that functions as a compass pointing you towards your “True North” or desired outcome, and the path to successful change adoption will be much easier to navigate.
- Continued support throughout a change is essential, especially with big changes such as adopting new software. Leveraging the right change management tools can help you attain the support you need for major changes in the organization.

References

- See also
- https://whatfix.com/blog/pdca-cycle/ (Accessed 12—12-22)
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- https://uk.indeed.com/career-advice/career-development/change-management-models
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- https://www.zendesk.co.uk/blog/change-management-models/
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- https://blog.darwinbox.com/change-management-models
- https://change.walkme.com/change-management-models/
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In-class activity

Select an issue which involves an organizational change. Please select a model/ theory to explain this issue.

- Please team-up yourself (2 persons per group).
- Please prepare a 5-min ppt file for presentation

Q&A !

Thank You for your participation !