

# Management and Organisational Behaviour

Week 6- Managing Change

# Recap



What did we discuss  
last week?

# Last week...



- Different types of organisational culture
- Why culture is important
- Correlation between culture and performance
- How toxic cultures are created
- Ways to change organisational culture

# Today's Objectives

1. Identify the nature and scope of change
2. Discuss the forces favouring change and the targets of change in contemporary organisations
3. Identify the change strategies used by managers
4. Explain why people resist change and describe strategies to overcome resistance

What does change mean to you  
and  
How does it make you feel?

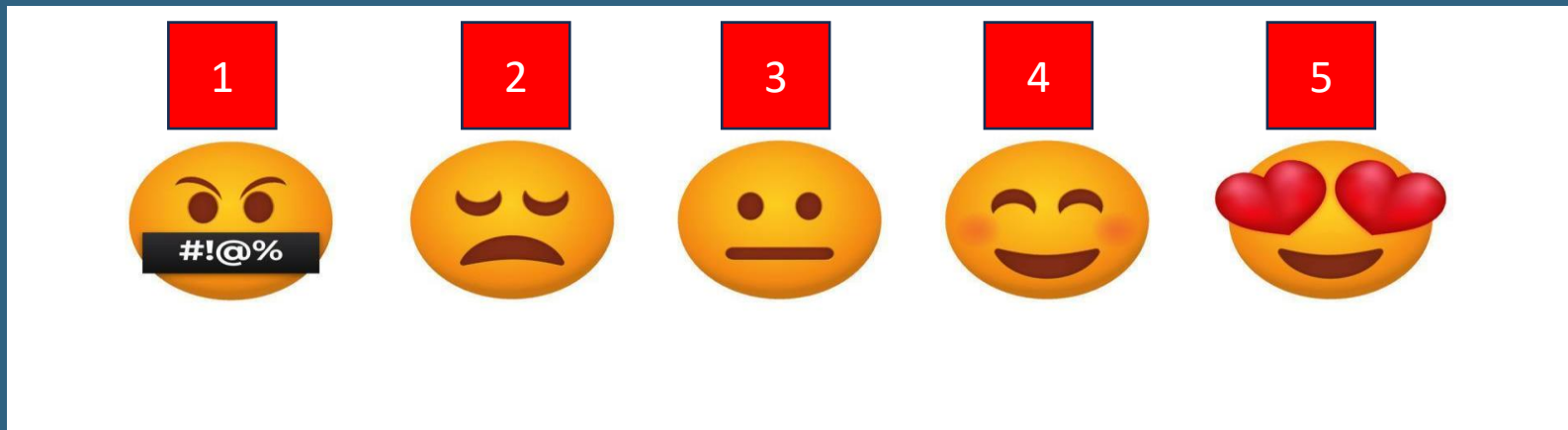
# What words do you associate with change?

Type your answers in the chat box

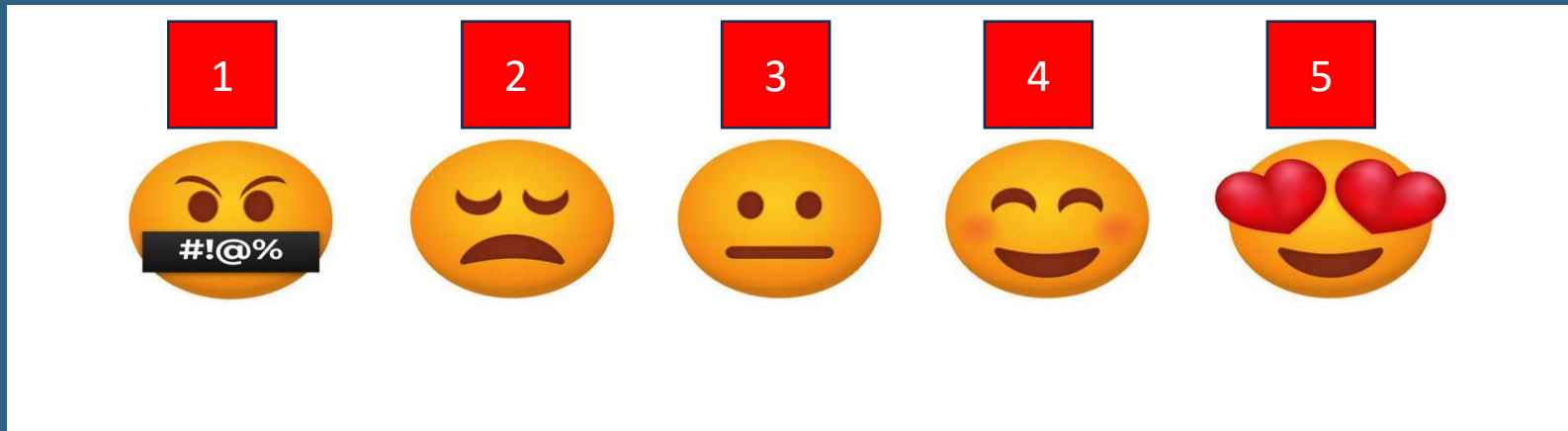
# When you hear something is 'changing' what is your immediate reaction?

Type your answers in the chat box

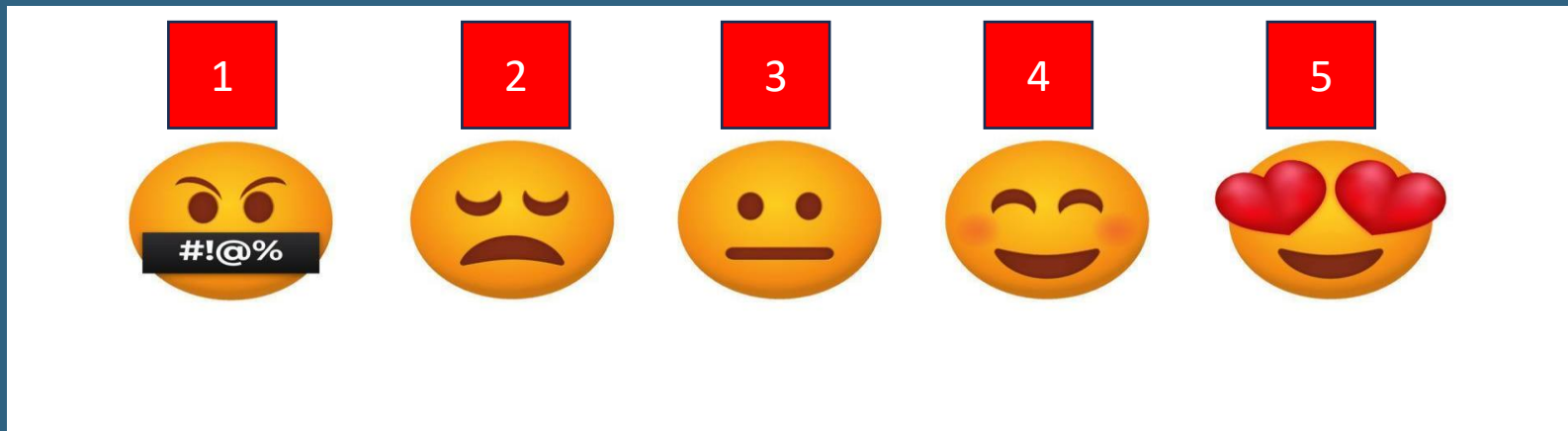
# How does the following situation make you feel?...



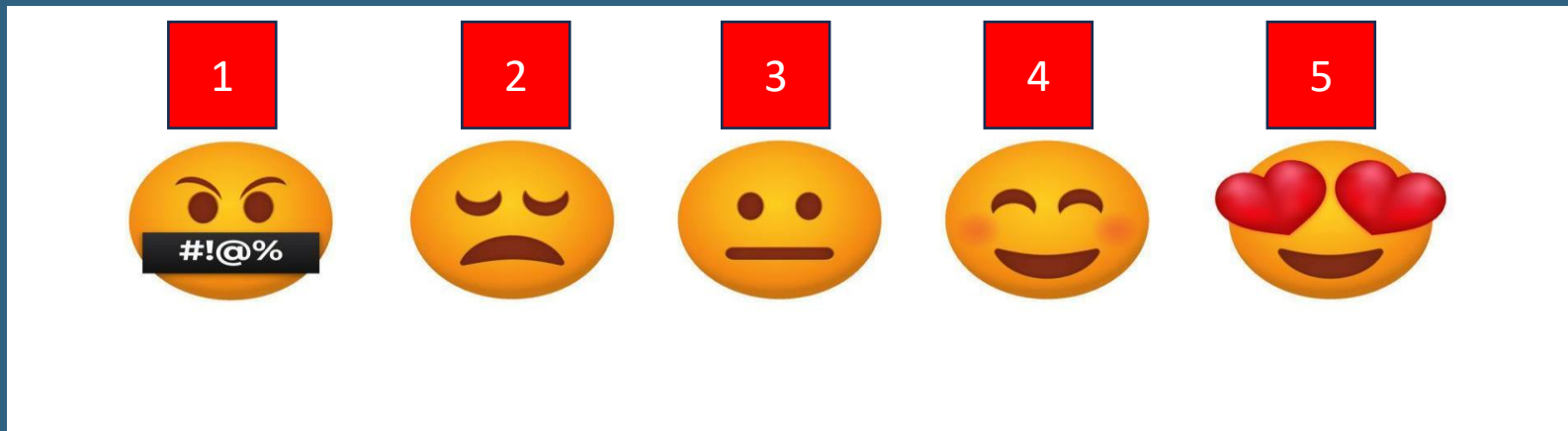
Your colleague is off sick, so you are asked to pick up some extra tasks today



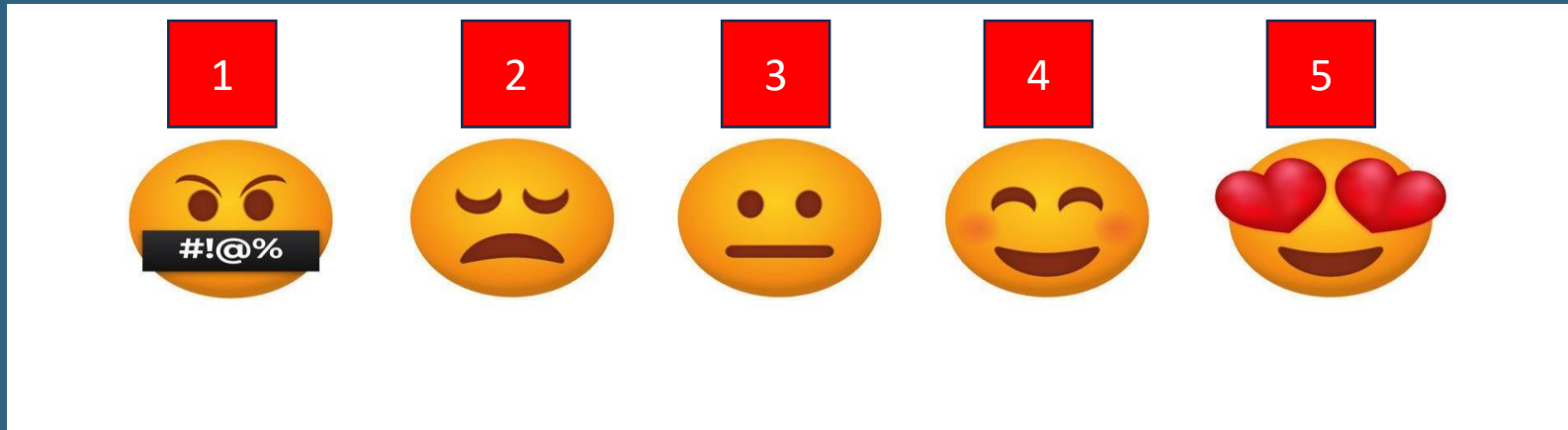
# A new computer system is being launched next week to change how to check in guests



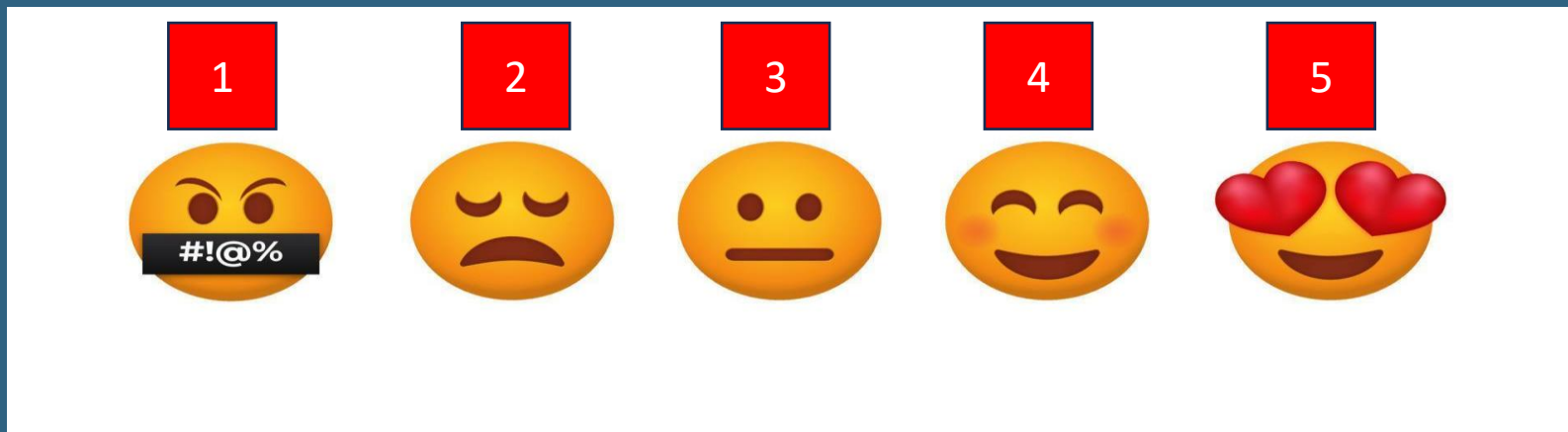
# You turn up to work and find out you are working in F&B instead of Housekeeping



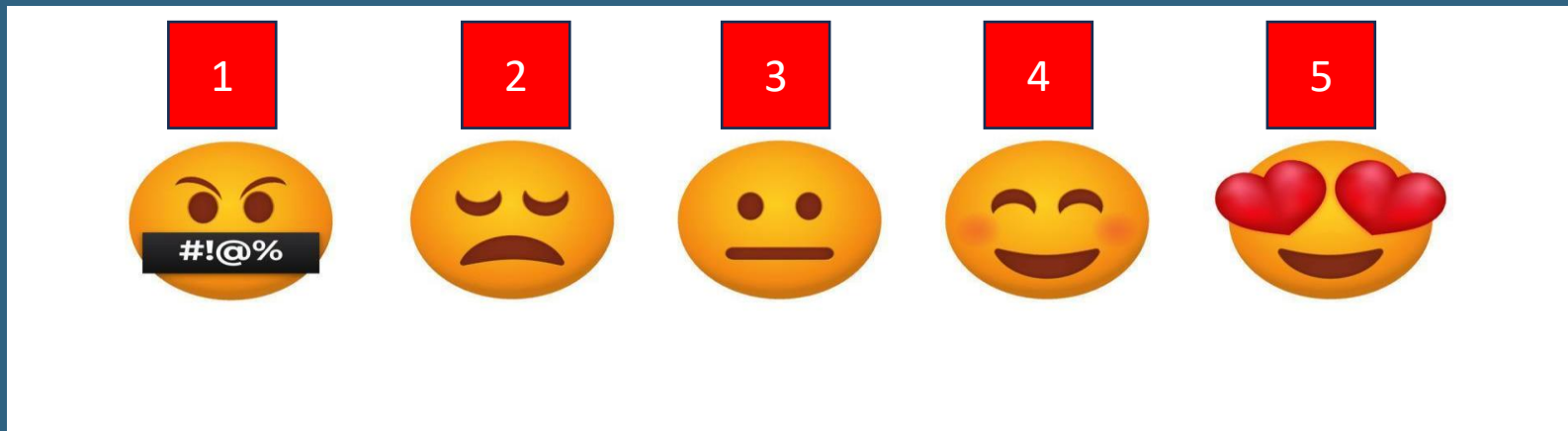
# The new manager now wants all staff working 8am-4pm, rather than 9am – 5pm



# Your line manager offers a 'work from home' Friday instead of coming to the office



# Your Assignment 2 has changed and is now due on 1<sup>st</sup> March



*“The only thing constant is  
change”*

(Greek Philosopher - Heraclitus)

# 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)



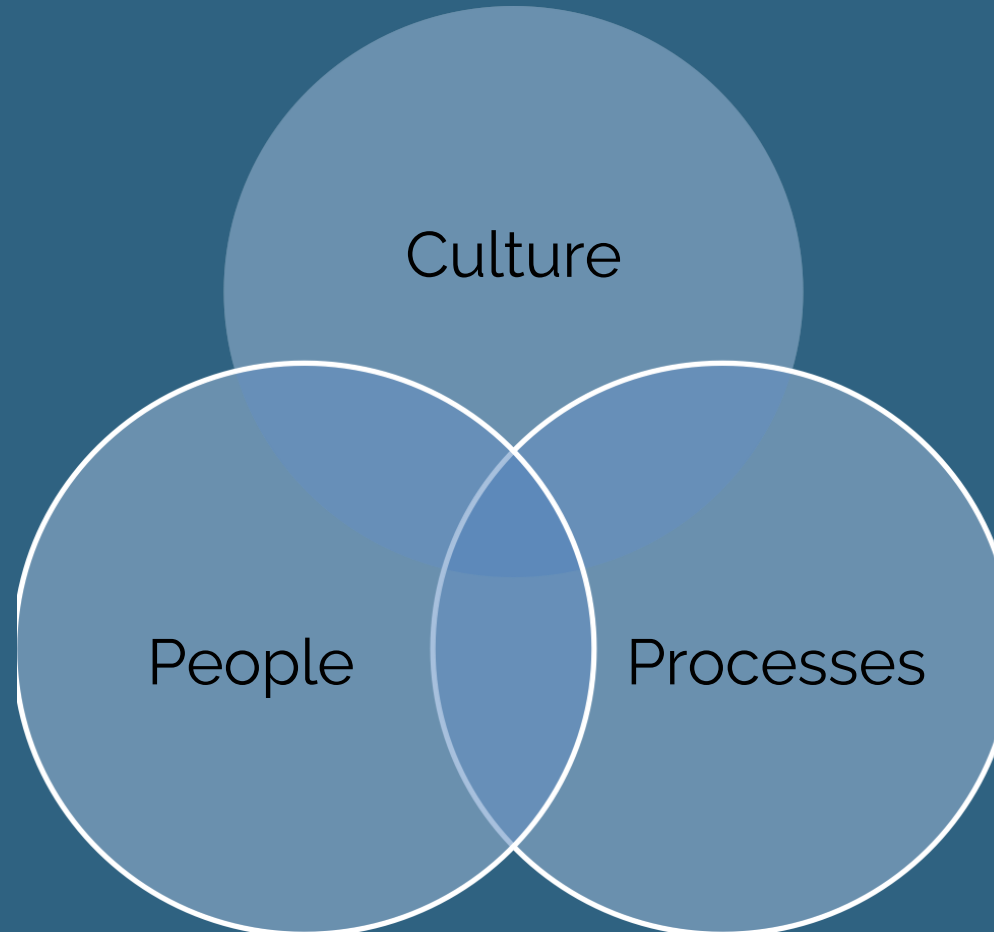
# More definitions of organisational change

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



# Steps in the Change Management process



# Group Discussion

What can trigger the need  
for organisational change?

(Internal or External)

# What triggers change?

## External factors:

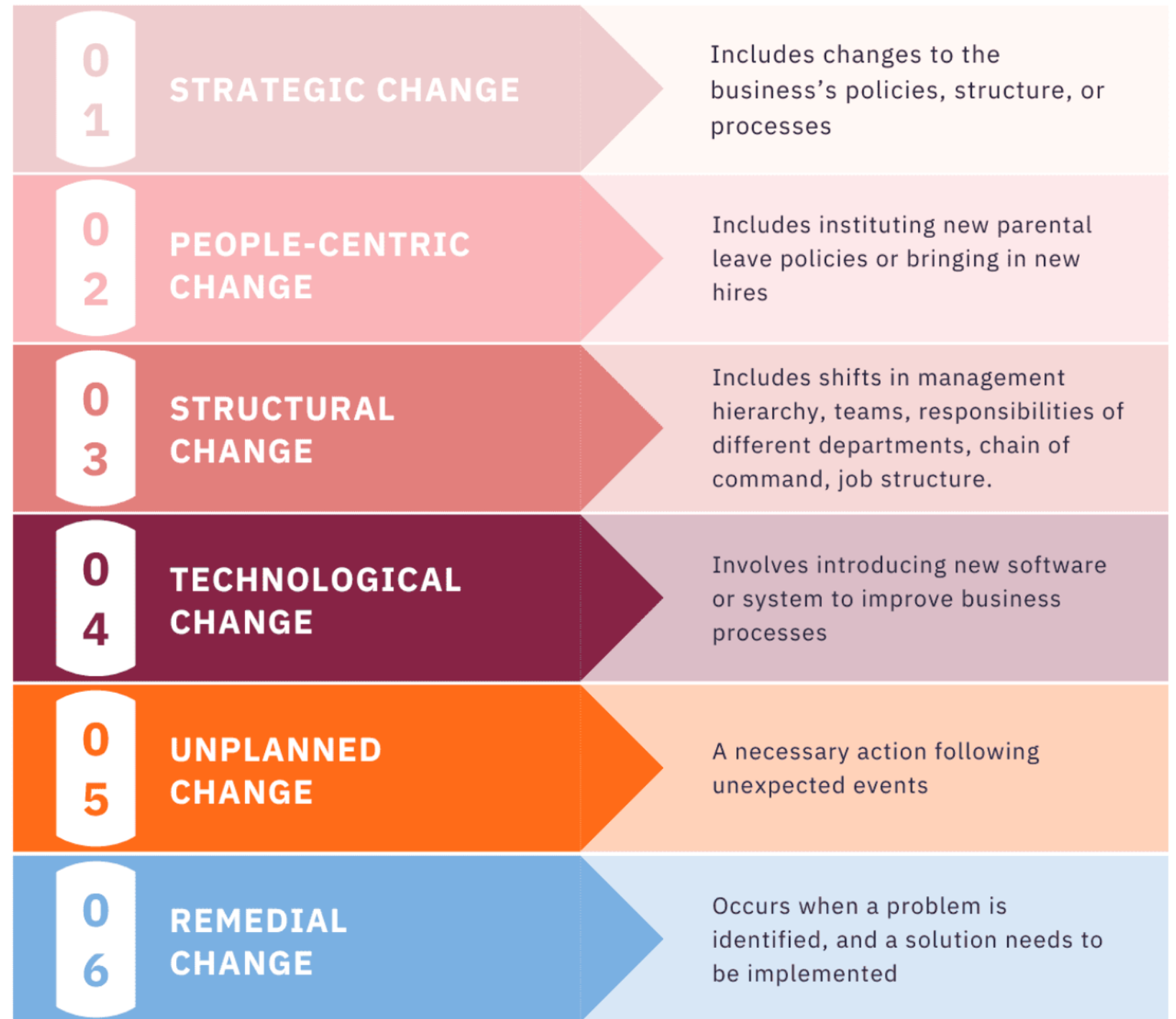
- Economic trading conditions, home and abroad
- New technology
- Changed customer tastes/needs
- Competitor activity
- Mergers/acquisitions
- Changes in local, national and world politics
- Legislation/govt policy
- Changes in social and cultural values

# 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



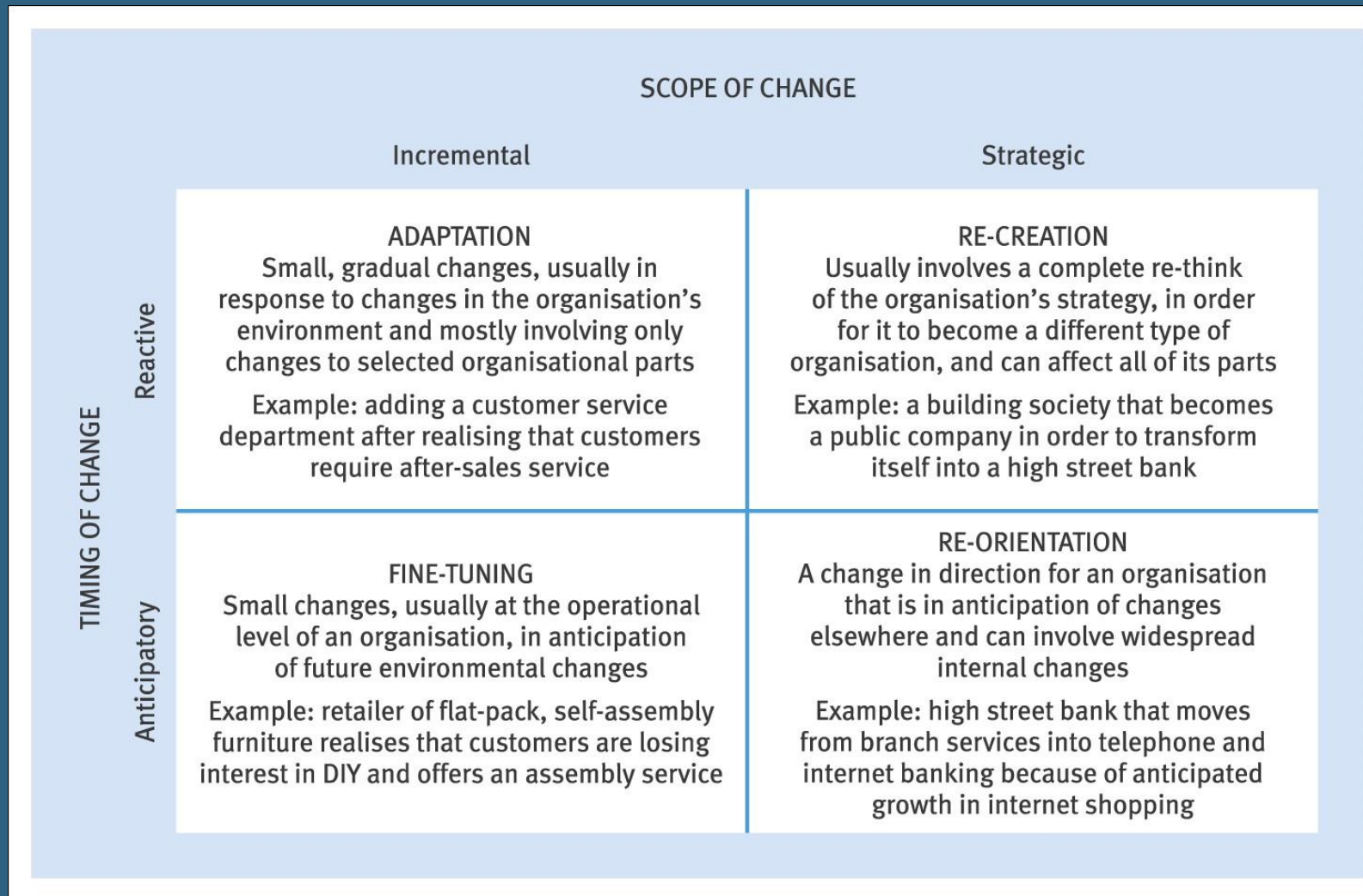


Figure 21.1 A typology of organisational change (adapted from Nadler and Tushman 1986)

# 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 individuals 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 keep 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 misunderstand of the change could come from lack of communication or 'word of mouth' so 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?*

Be prepared to feedback to the group

# 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

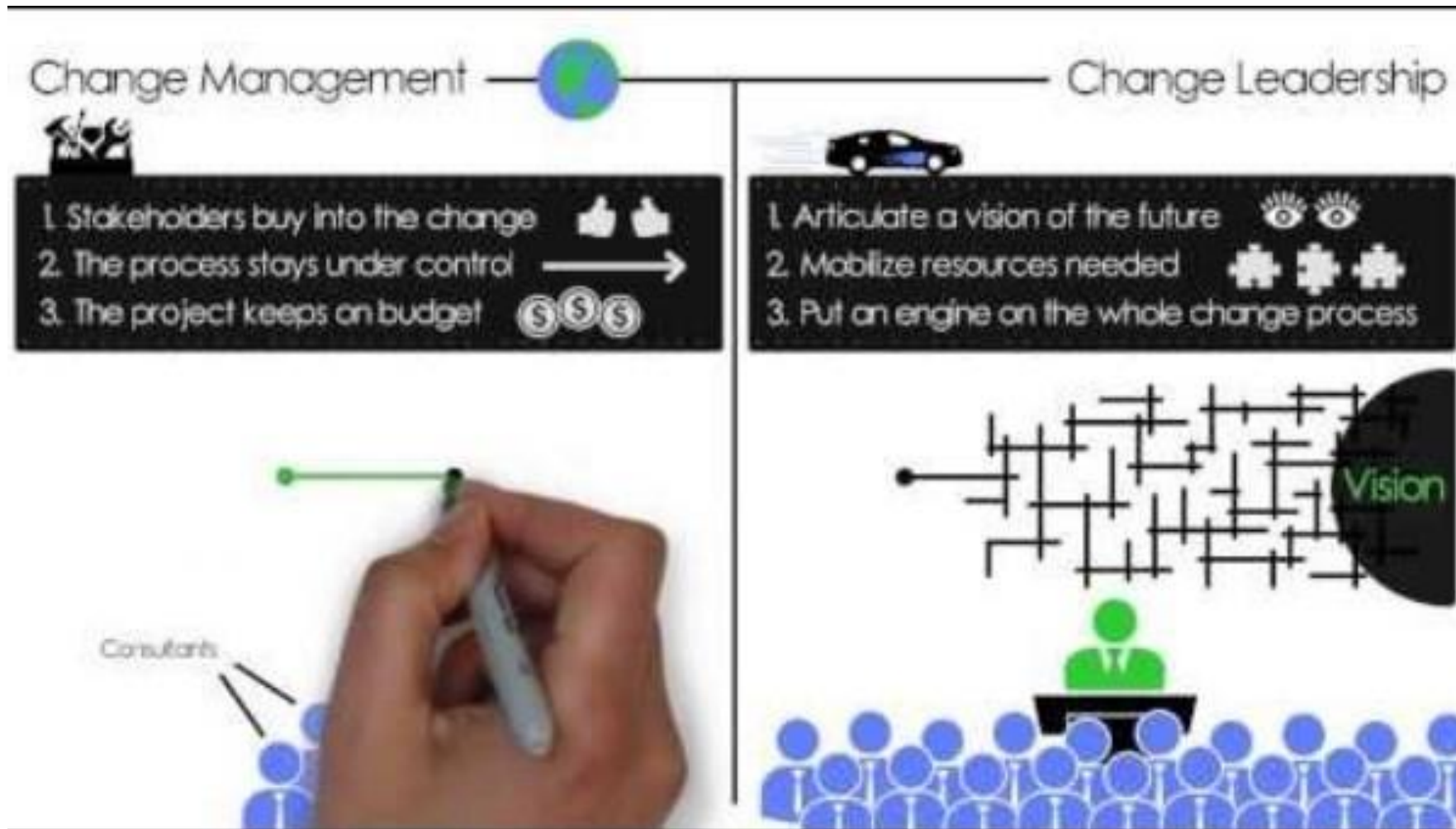
1. Create a sense of urgency among relevant people
2. Build a guiding team which has credibility
3. Create visions that are sensible, clear and uplifting
4. Communicate the vision and strategy to encourage understanding and commitment
5. Empower action and remove obstacles
6. Produce short term wins
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?



# 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



# 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

# Assignment 2 – Organisational Report

Produce a report of 2000 words.

Select and research one of the following hotel groups as a case study:

Hilton Hotels & Resorts

Marriott International

|                              |                                             |                                                                 |                                         |
|------------------------------|---------------------------------------------|-----------------------------------------------------------------|-----------------------------------------|
| <b>Submission deadline:</b>  | <b>7<sup>th</sup> March 2025 , 23:59</b>    | <b>Return date of provisional marks &amp; written feedback:</b> | <b>4<sup>th</sup> April 2025, 23:59</b> |
| <b>Draft work Deadline :</b> | <b>26<sup>th</sup> February 2025, 23:59</b> |                                                                 |                                         |

# Assignment 2: Organisational Report

**‘With reference to relevant theories, assess, analyse and critically evaluate your chosen organisation, at both corporate and individual hotel level’.**



# Any Questions

# Next week?

# Strategic Management

