



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



Change Management

Module Overview

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Today's objectives

- Introduce ourselves & the modules
- Module handbooks
- Class schedule
- Assignment brief
- Key themes introduced



Introductions: Do you like change?

You

Me



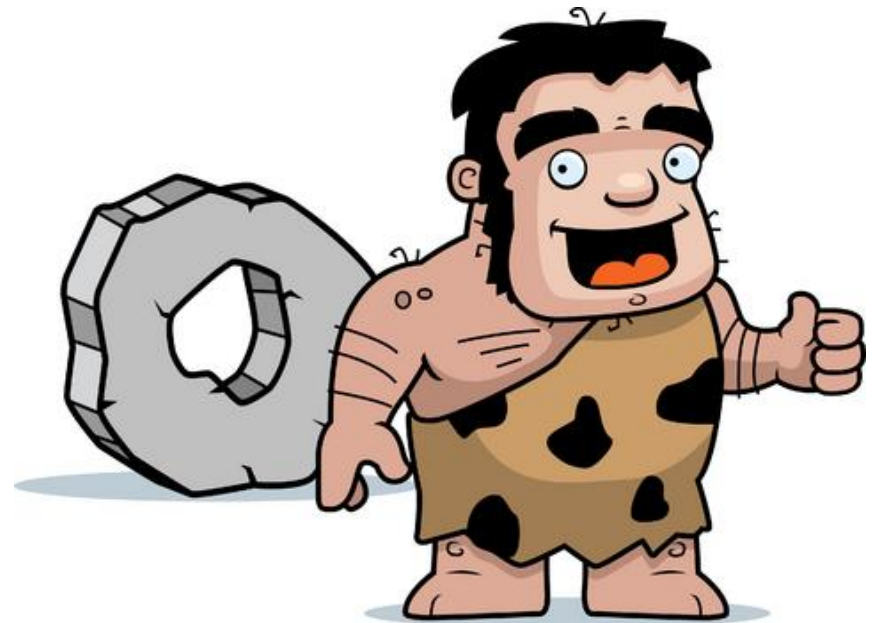
True or False?



- People have a natural resistance to change
- People get bored with routine and seek out new experiences
- Older people are more resistant to change

Them.....?

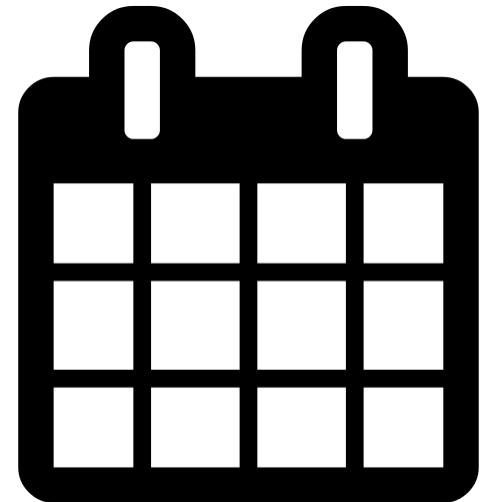
- https://youtu.be/6O6jbZ_fdrY?list=PL8S43Q4MV8rd9iEONrAqZSh1-APZ521T



Schedule of classes & key dates

Wednesdays 10am-1pm (normally)

Assessment dates in module handbook



Module outline

Expectations?



Activity: You and change



- Type of organisation
- What was specifically changed?
- Why?
- Who decided to change things?
- Has there been much change recently?
- How was the change communicated?
- Scale and scope?
- Too Quick/slow/just right?
- Who led it & how well?
- Who managed it and how well?
- What was the outcome?
- Who influenced the outcome?
- What influenced it?
- Did it work? How was it measured?
- What did you learn from the experience?
- What would you change next time around?

Module learning outcomes – TSSBAT:

Analyse critically theoretical perspectives and approaches to change management and demonstrate practical application of such, in a variety of organisational environments.

Critique professional activity with regard to systems for sustaining organisational effectiveness through dimensions of culture, structure, leadership, power and politics.



Module overview – select a case study to.....



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

The sharing economy

<https://youtu.be/Dm3ZDnT9Zag>





Good for tourism?



Activity:

Identify a relevant organisation in the news currently experiencing change

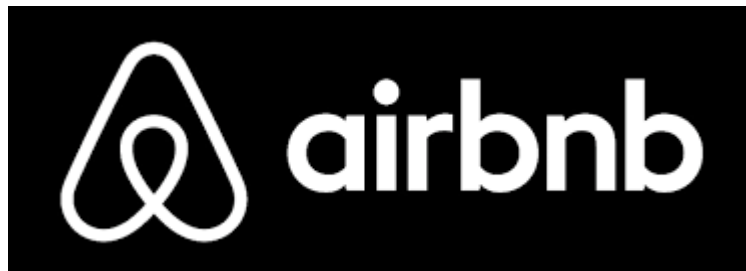
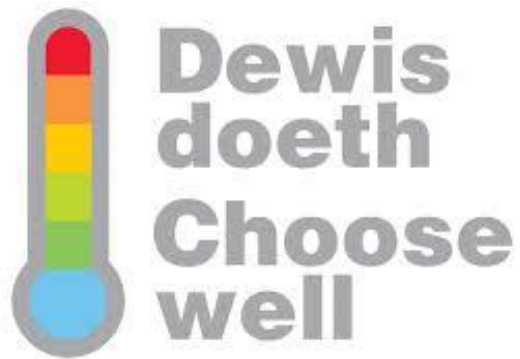
What's happening?

Why is it happening?

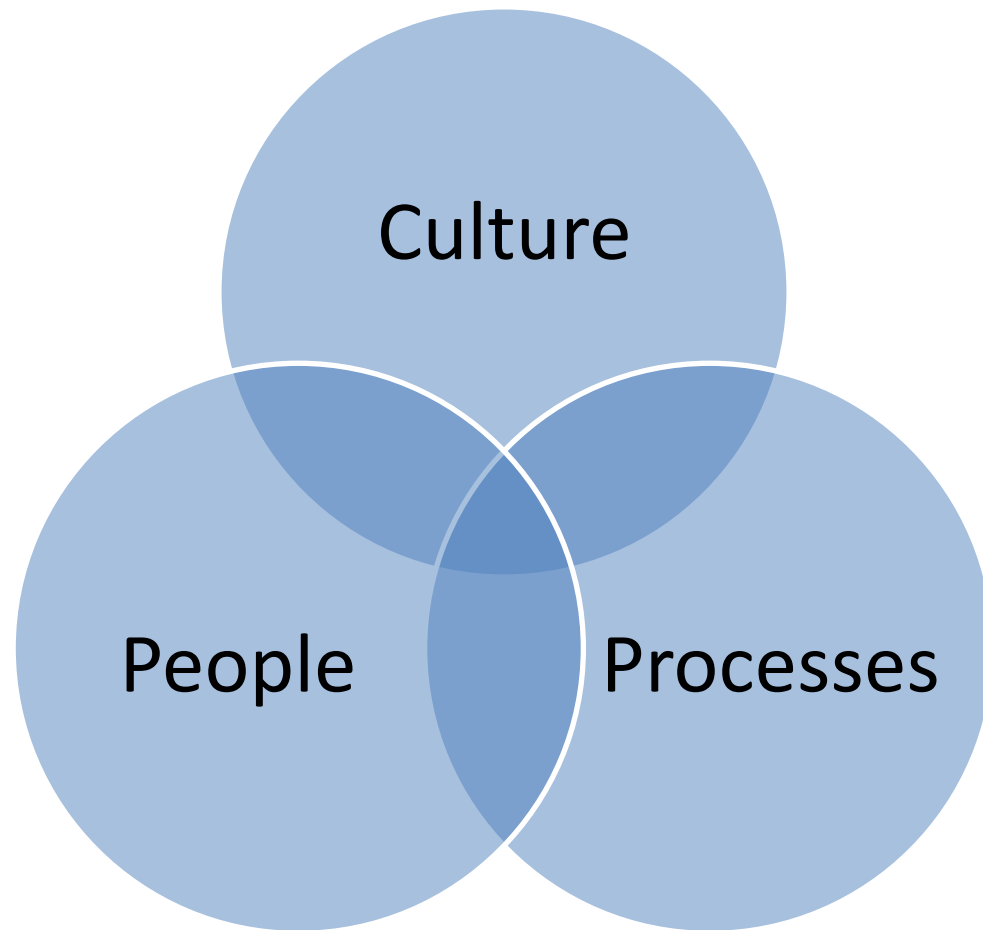
What do you think about it?



Assignment Case



Aspects of Change



Typology of Change (Hodges & Gill, 2015)

How it happens - Planned - Emergent - contingency	Magnitude - Incremental - Transformational - Punctuated equilibrium
Focus -Strategic -Operational	Level - Individual - Team - Organisation

Is it bad news from start?



- 70% of change programmes fail - Beer & Nohria (2009)
- People have a natural resistance to change – Kotter& Schlesinger (2009)
- Implementing reengineering programmes
- Do not obtain the expected return on quality improvements
- Customer service programmes do not result in benefits for customers
- Do not realise expected benefits from implementing technology initiatives

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)

Frank and Ernest

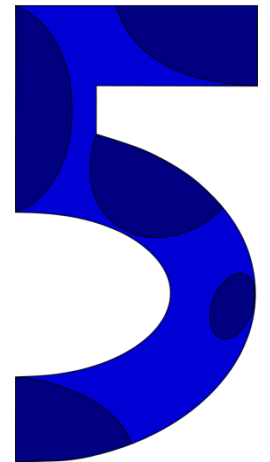


Activity:

What triggers organisational change?

- External Factors
- Internal Factors

Work with a partner to identify your top 5 for each



Activity: What triggers change?

External factors:

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



What triggers change?

Internal factors:

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



The nature of organisational change

- Change is a pervasive influence. It is an inescapable part of both social and organisational life.
- Organisational change can be:
 - Reactive or proactive
 - Deliberately initiated by management
 - Evolve slowly over time
 - Imposed by changes in policy
 - Result from environmental pressures



Turbulence



Environmental change: Brexit



- <http://www.bbc.co.uk/news/uk-politics-37549796>

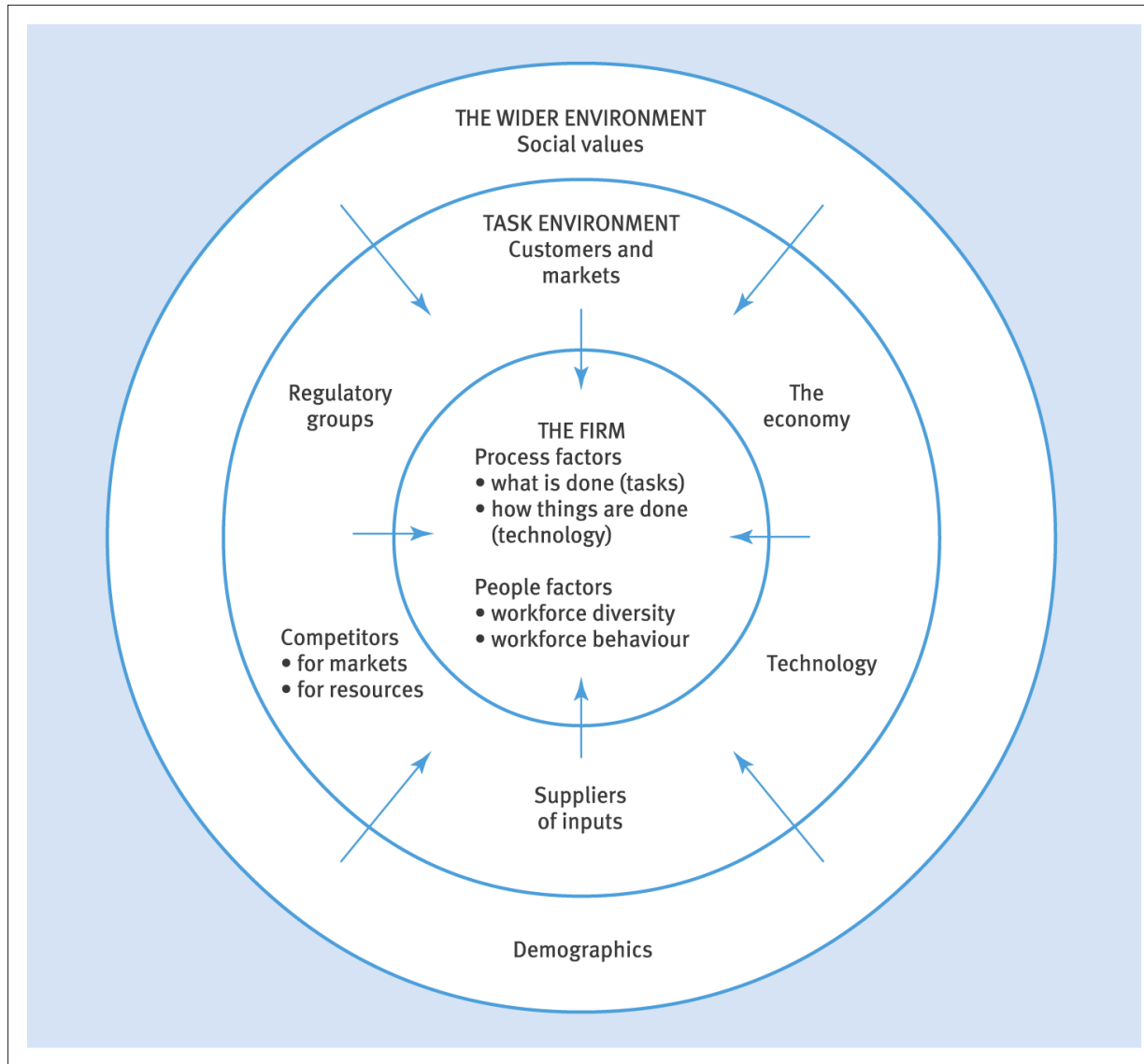


Figure 21.2 Triggers to change in organisations

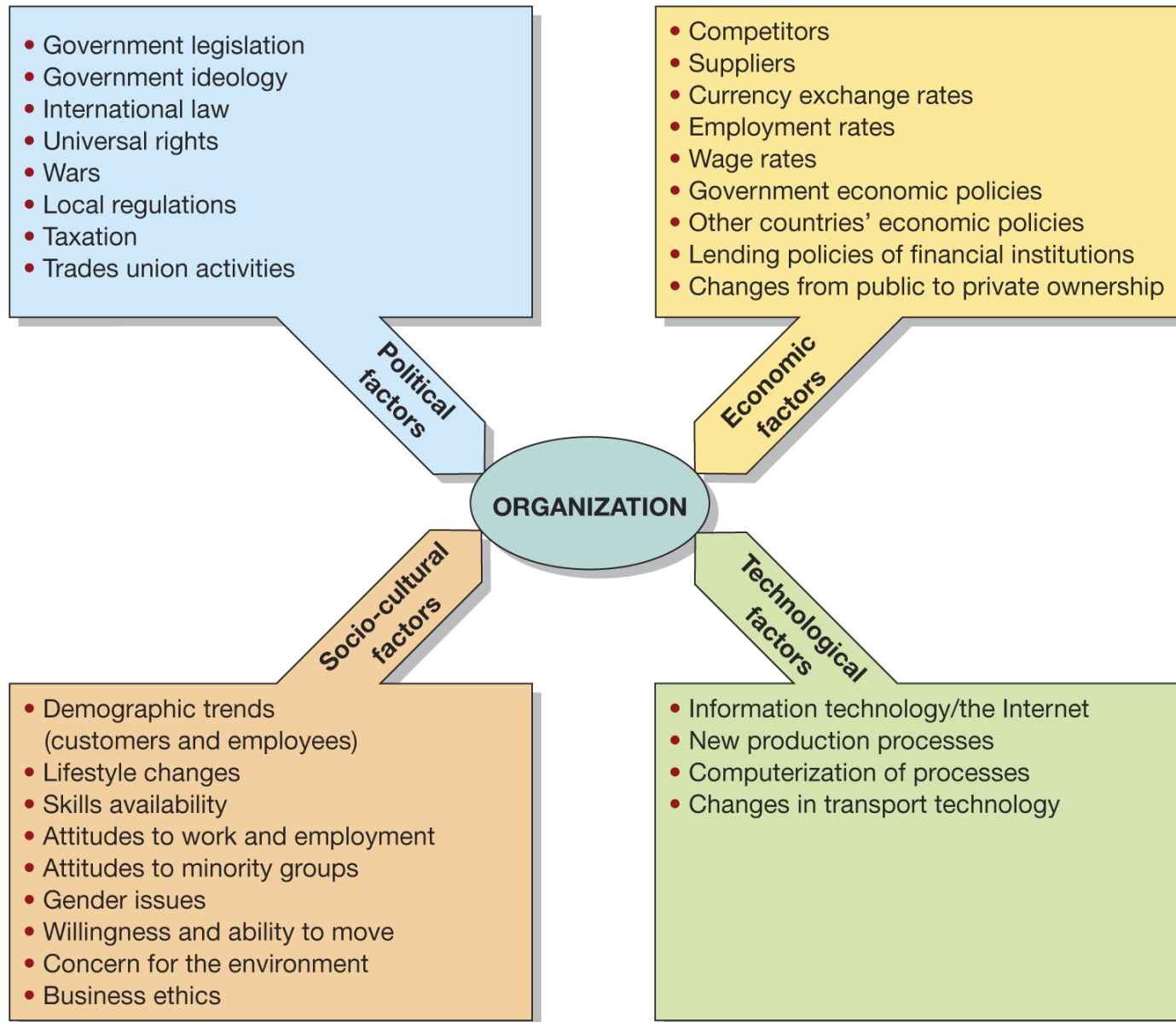
<https://youtu.be/Qm172Dbasbc>



Task: Brexit PEST

What are the implications of Brexit for the UK's tourism and hospitality sector?

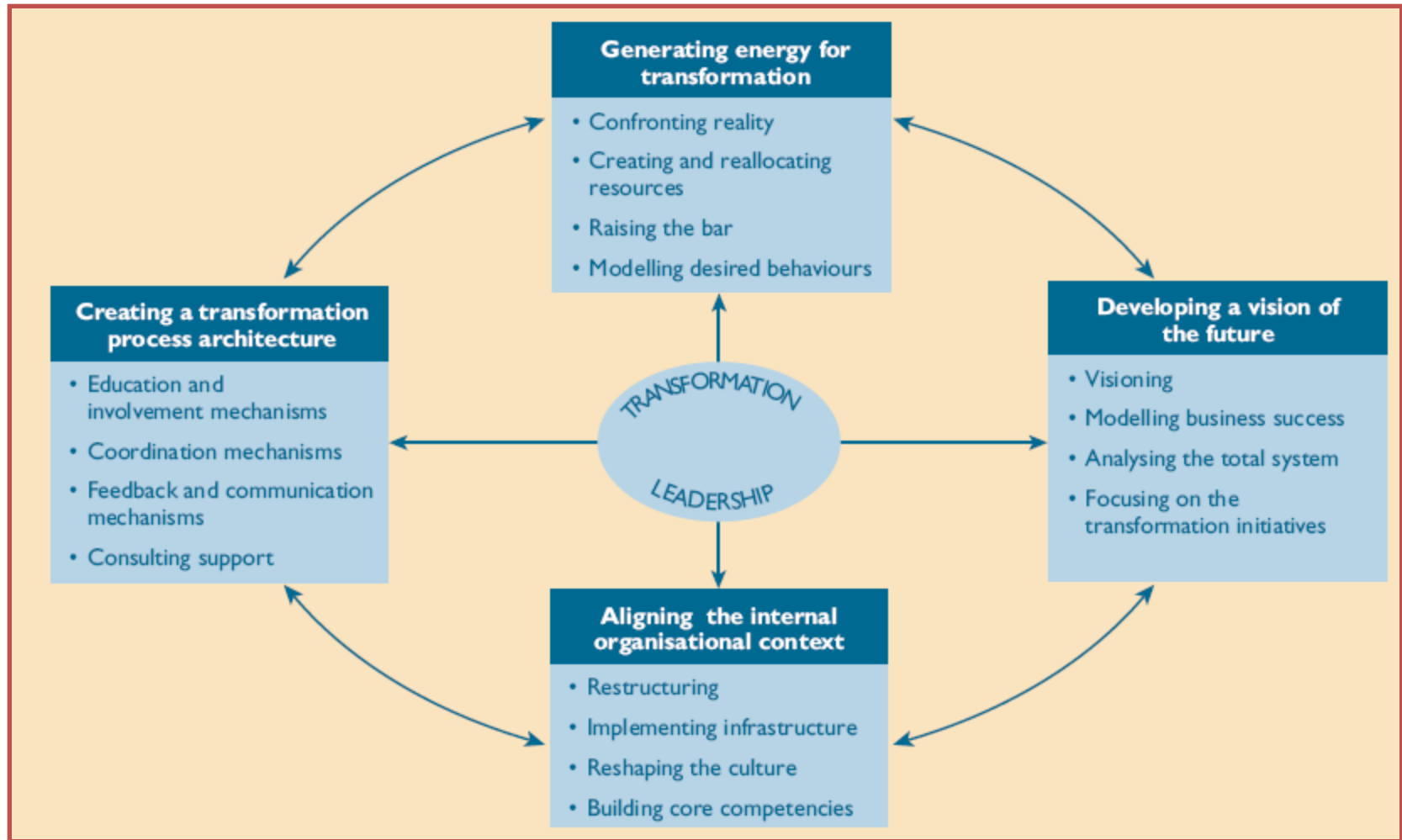




		SCOPE OF CHANGE	
		Incremental	Strategic
TIMING OF CHANGE	Reactive	ADAPTATION Small, gradual changes, usually in response to changes in the organisation's environment and mostly involving only changes to selected organisational parts Example: adding a customer service department after realising that 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

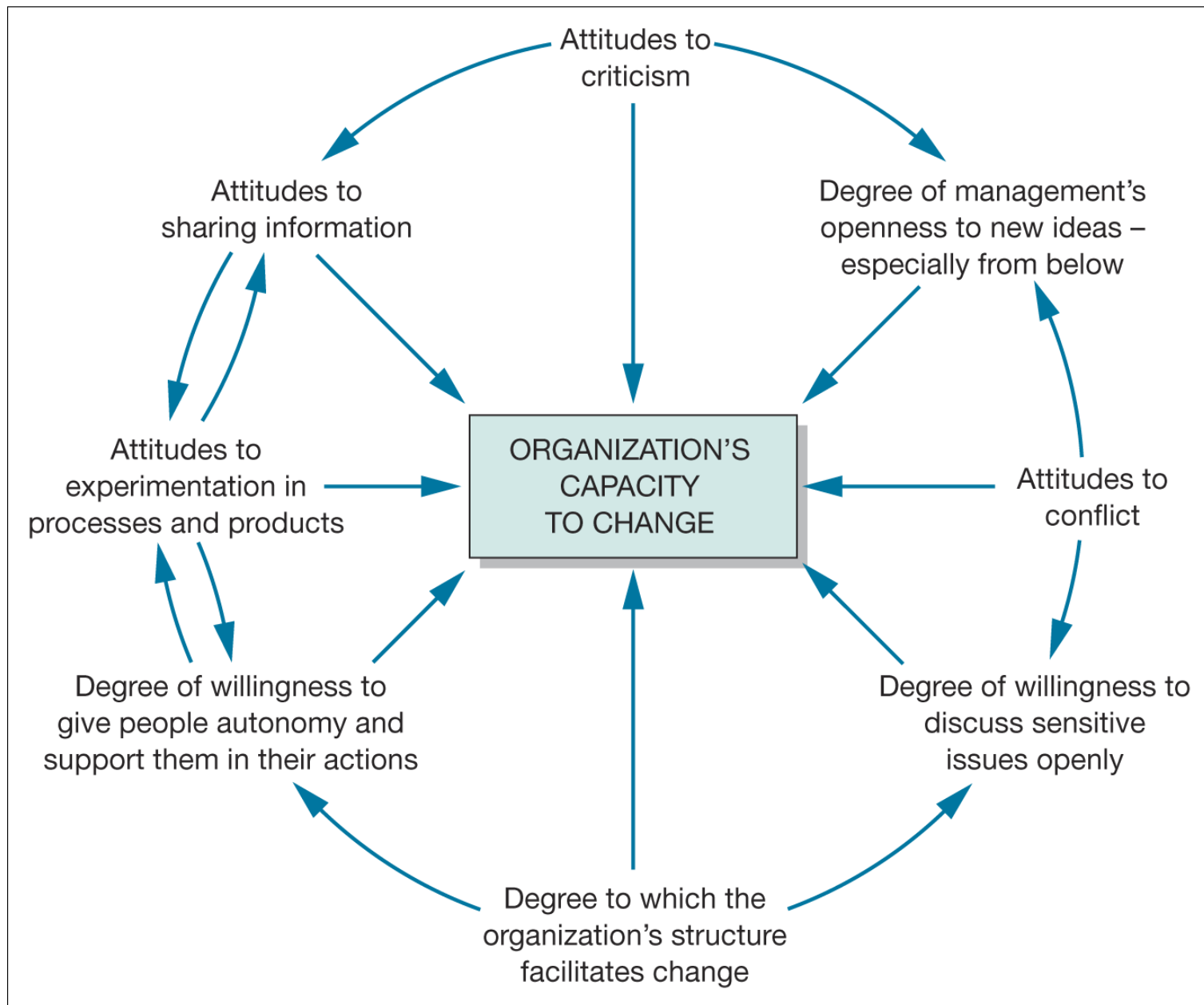
Figure 21.1 A typology of organisational change (adapted from Nadler and Tushman 1986)

Leadership of change



Source: Robert H Miles, *Corporate comeback: the story of renewal and transformation at National Semiconductor* (San Francisco: Jossey-Bass, 1997), p. 6.

www.wileyurope.com/college/mhcn



Planned organisational change

- Underlying objectives of organisational change programmes can be seen as:
 - Modifying the behavioural patterns of members of the organisation
 - Improving the ability of the organisation to cope with changes in its environment



Planned organisational change



- ACAS sees change initiatives as potentially arising from:
 - A sense that the organisation could do better
 - The need to improve flexibility or quality
 - A sense that skills are under-utilised
 - Technological or work practice changes
 - Over-control of workers or boring work
 - Ineffective communication
 - Fractious relationships between managers and managed

Systems Model of Change

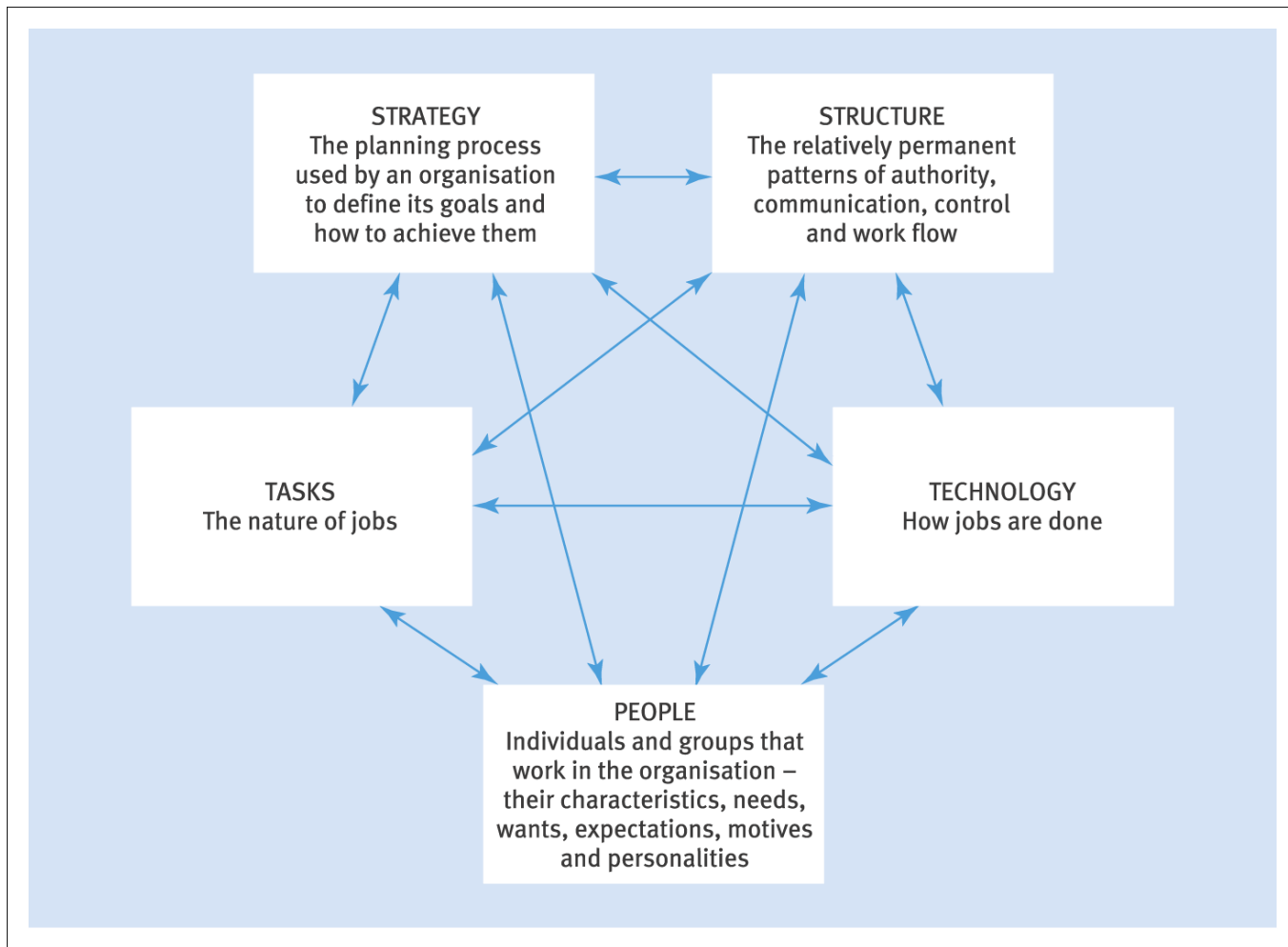


Figure 21.5 The systems model of change

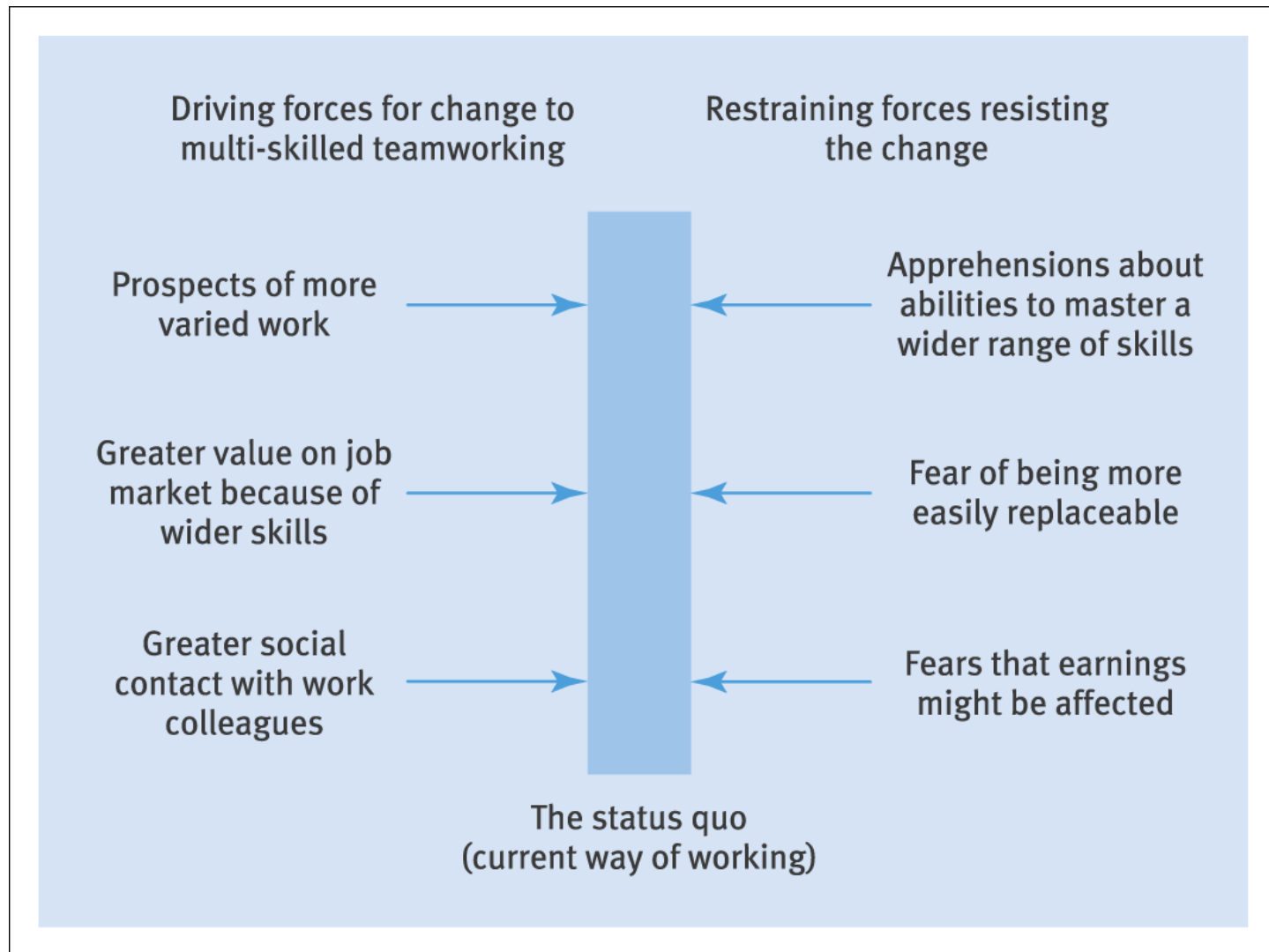


Figure 21.6 An example of Lewin's force field analysis

Lewin's (three stage) Change Process

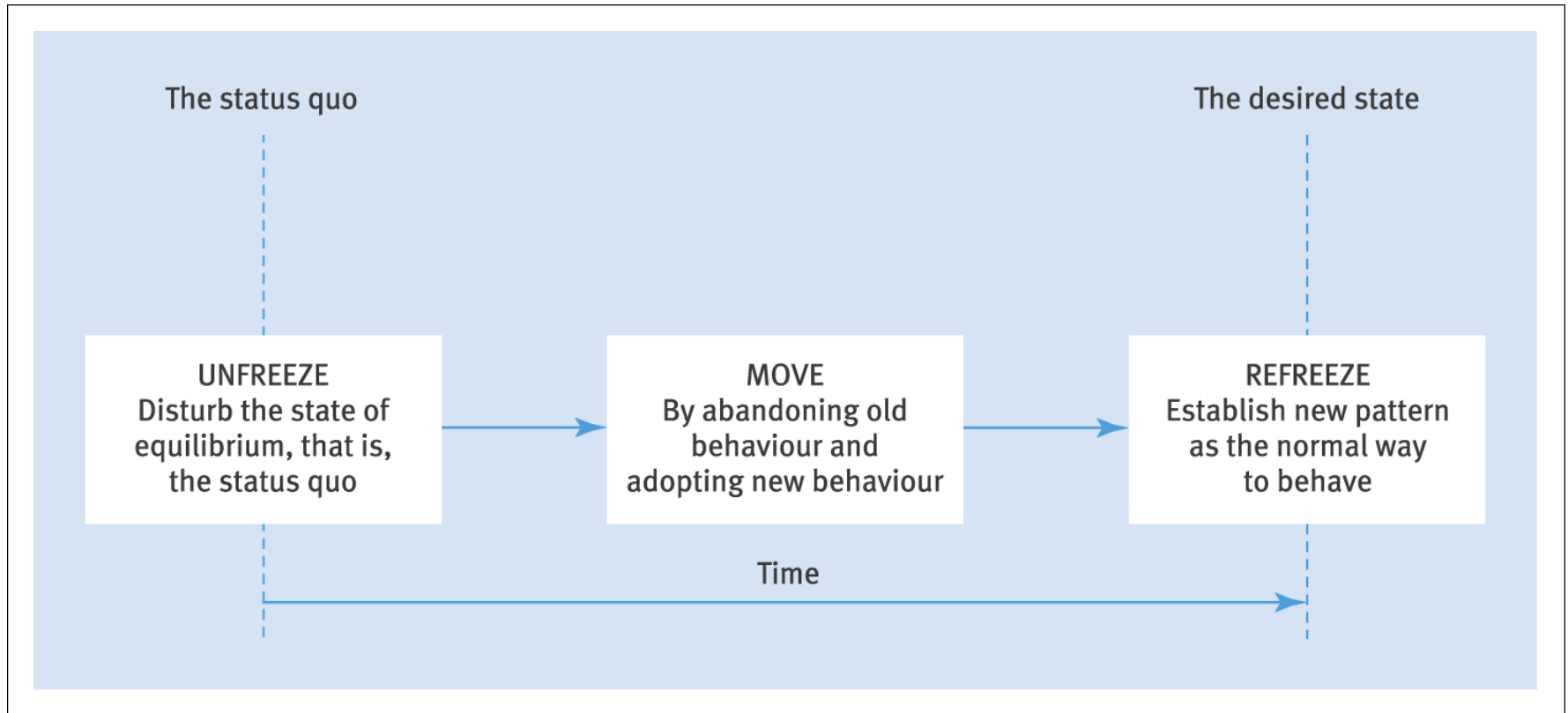


Figure 21.7 Lewin's three-step change process

Stages in a planned-change effort

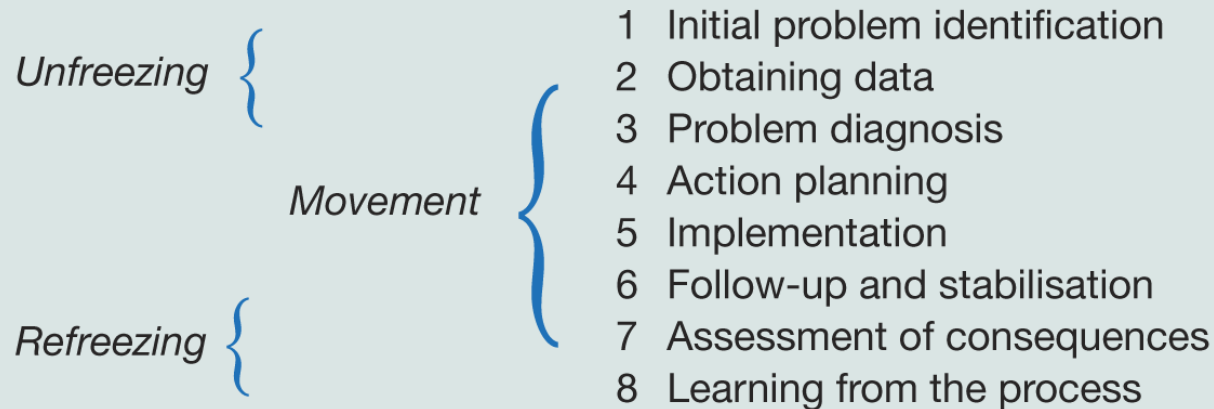


Figure 19.3 Stages in a planned-change effort

Source: Adapted from French, W. L., Kast, F. E. and Rosenweig, J. E., *Understanding Human Behaviour in Organizations*, Harper and Row (1985), p. 9. Reproduced with permission from Pearson Education, Inc.

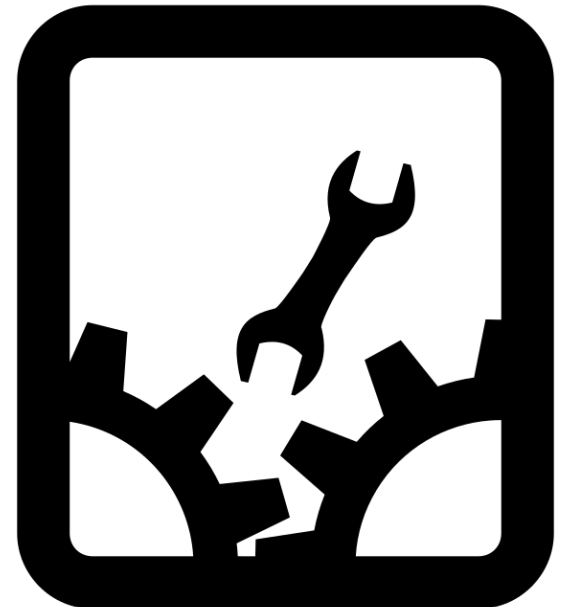
Activity: Resistance to change

Why does it occur at the following levels:

- Individual
- Organisational

How can you:

- Minimise it?
- Overcome it?
- Make it stick?



Resistance to change: individual

Individual resistance can arise from:

- Selective perception
- Habit
- Inconvenience or loss of freedom
- Economic implications
- Security in the past
- Fear of the unknown
- <http://youtu.be/T2VwDEXZgZU>



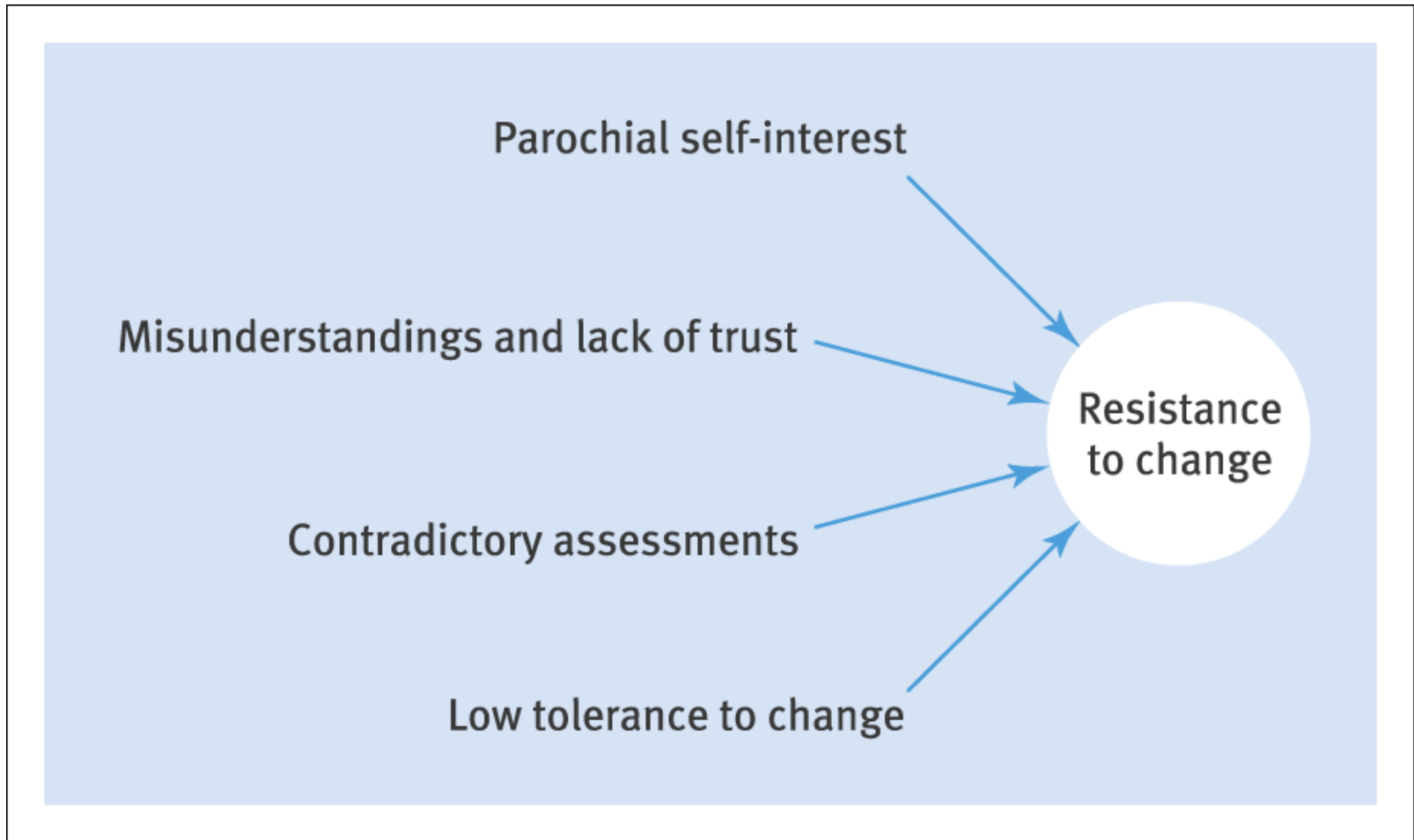


Figure 21.4 Individual sources of resistance to change

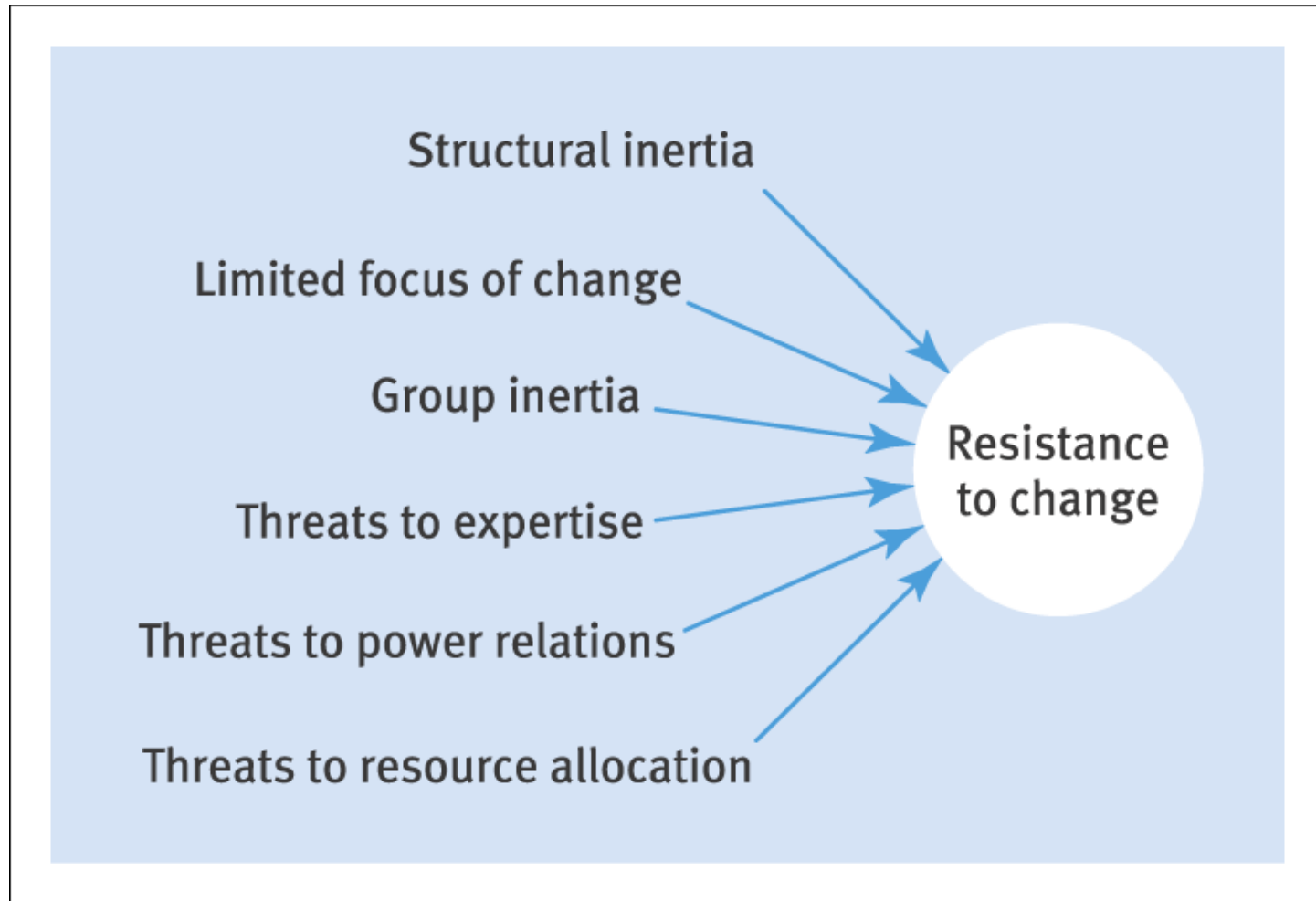


Figure 21.3 Organisational sources of resistance to change

Resistance to change: organisational

Organisational resistance can arise from:

- Organisational culture
- Maintaining stability
- Investment in resources
- Past contracts or agreements
- Threats to power or influence



Planned Change Strategies

Power bases	Change strategies	Managerial behaviours	Predicted outcomes
Formal authority	Top-down	Authoritarian directives; one-way communication	Frustration and annoyance
Rewards Punishments Legitimacy	Force-coercion	Unilateral action: 'command'	Temporary compliance
Expertise	Rational persuasion	Rational persuasion; expert testimony; demonstration projects	Long-term internalisation
Reference	Shared power	Empowerment; participative decisions; group process	Longer-term internalisation

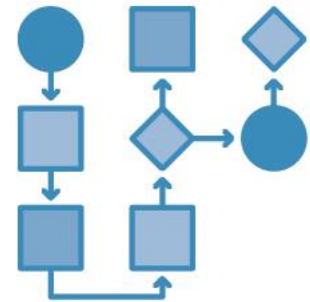
Organisational **responses** to change

Three factors affect organisational responses to change:

- Resources
- Processes
- Values



RESOURCES



Christiansen and Overdorf

Vision
Mission
& Values

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

Next:

Context of change

