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Change Management

Key Theory:
The Planned Approach to Change



Last time we....



- Considered **organisational culture**
- Evaluated how it affects change
- Examined the role and impact of **politics and power** in organisations

Today's objectives



- To consider the theory underpinning change management
- To critically analyse Lewin's planned approach to change and the key differences with the organisational development approach
- To discuss the incremental, punctuated-equilibrium and continuous transformation models of change

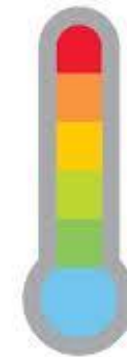
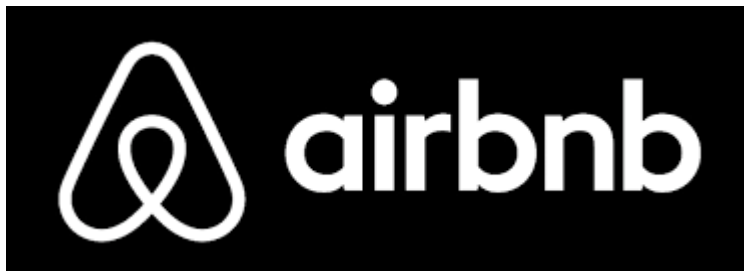
Assignment Case



U B E R



ASDA
part of the **WAL★MART** *family*



**Dewis
doeth
Choose
well**

Activity:

Work individually, then discuss



Think of a time when you have been involved in change.

What roles did you play?

How comfortable were you with each of those roles?

- **Change Initiator**
- **Change Implementer**
- **Change Facilitator**
- **Change Recipient**

How did each of these roles feel?

What did you accomplish in each role?



**Key Theory:
The Planned Approach
to Change**

Change management

Two dominant approaches

- The **Planned Approach** – 1940s
- The **Emergent Approach** – 1980s.

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

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

The **Planned** approach

Kurt Lewin



Kurt Lewin

There is little question that the intellectual father of contemporary theories of applied behavioral science, action research and planned change is Kurt Lewin.

His seminal work on leadership style and the experiments on planned change which took place in World War II in an effort to change consumer behaviour launched a whole generation of research in group dynamics and the implementation of change programs.

(Schein, 1988: 239)

Lewin's philosophy

- The resolution of social conflict
- The problems of minority or disadvantaged groups
- A strong belief that only the permeation of democratic values into all facets of society could prevent the worst extremes of social conflict.

The main elements of Planned change

- Field Theory
- Group Dynamics
- Action Research
- The Three-Step model.

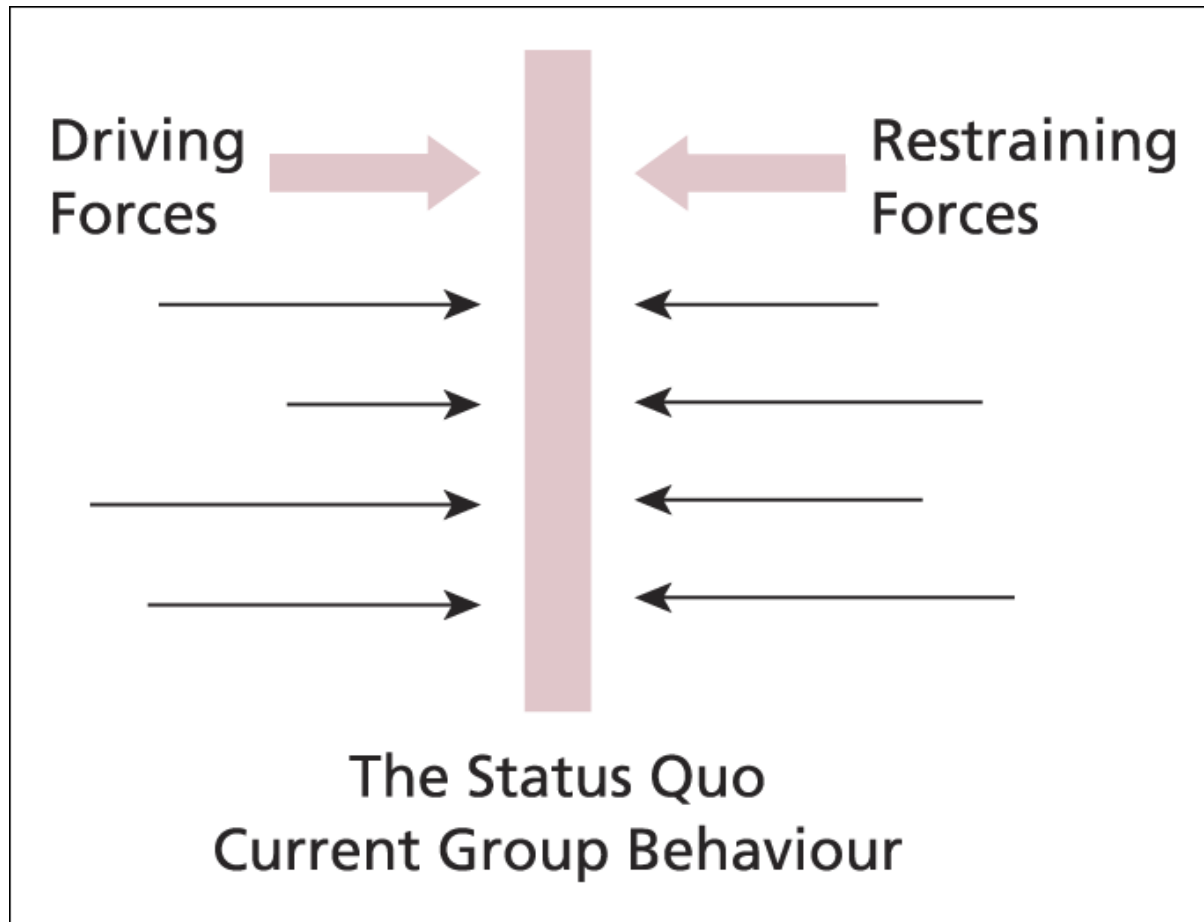


Figure 8.1 Force Field analysis

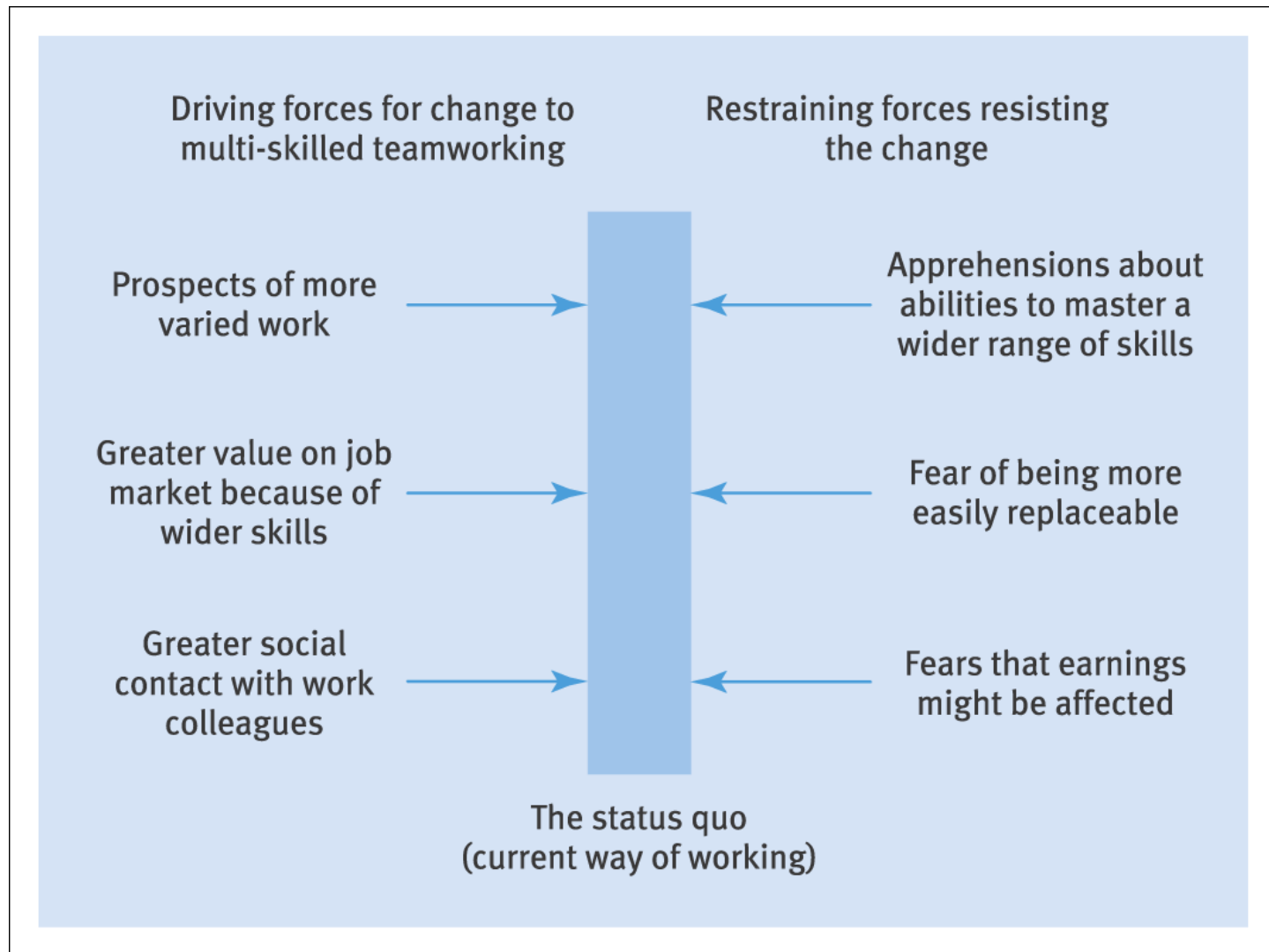


Figure 21.6 An example of Lewin's force field analysis

Force Field Analysis

Forces for Change

⑤ Long-term revenue

③ Market demand

④ Customer expectations

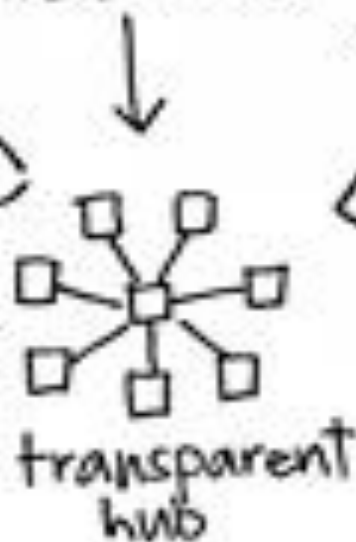
⑤ Unsustainable costs

③ Competition

Total = 20



hierarchical



transparent hub

Forces Against Change

Company culture ⑤

Time constraints ①

viability of new tech ③

client adoption ④

conversion costs ①

Total = 14

Tasks for presentation:

13 November

Produce and incorporate into your overall presentation a force field analysis for your chosen case study organisation

Who are the most powerful individuals or groups in your case study organisation?

Produce a stakeholder map for the presentation

Group Dynamics

... the word 'dynamics' ... comes from a Greek word meaning force. ... 'group dynamics' refers to the forces operating in groups. ... it is a study of these forces: what gives rise to them, what conditions modify them, what consequences they have, etc.

(Cartwright, 1951: 382)



Figure 8.2 Action Research

The Three-Step model

- Unfreezing (create dissatisfaction)
- Moving (implementation)
- Refreezing (stabilisation).

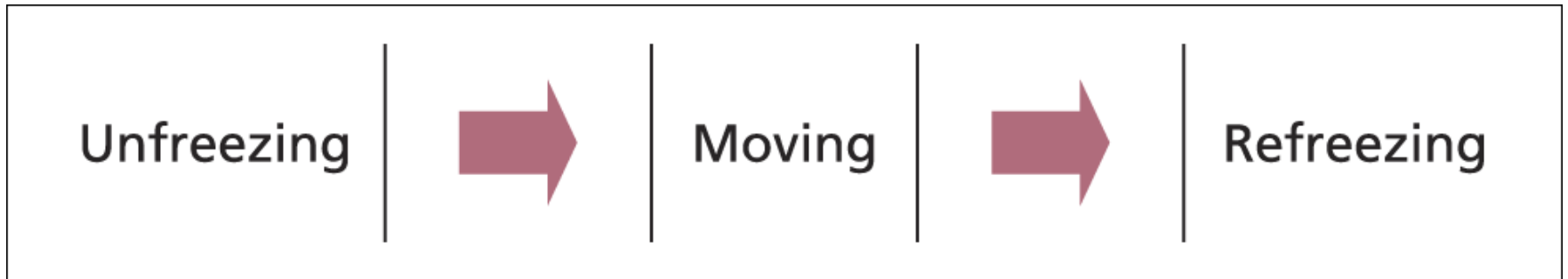
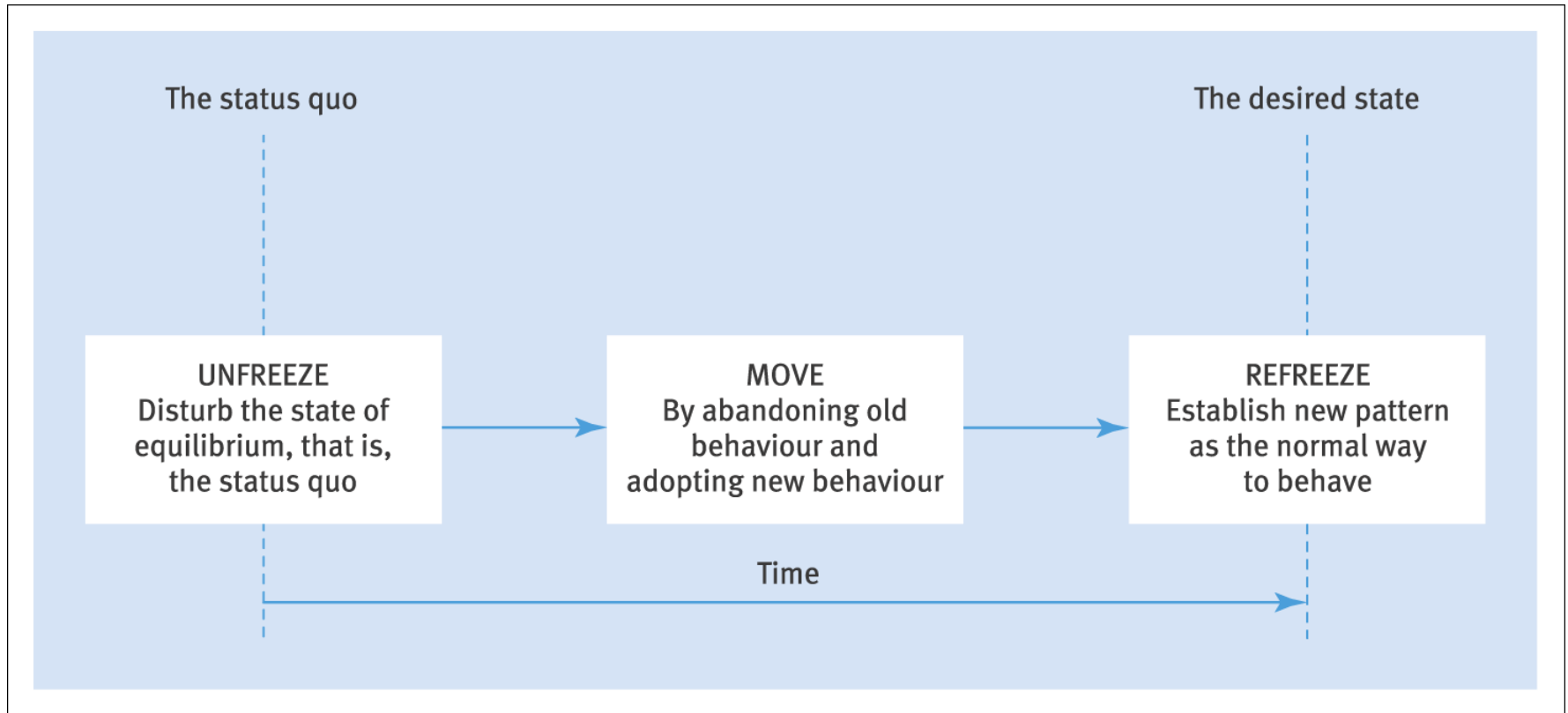


Figure 8.3 Lewin's Three-Step model of change

Lewin's (three stage) Change Process



Mullins (2013)

Stages in a planned-change effort

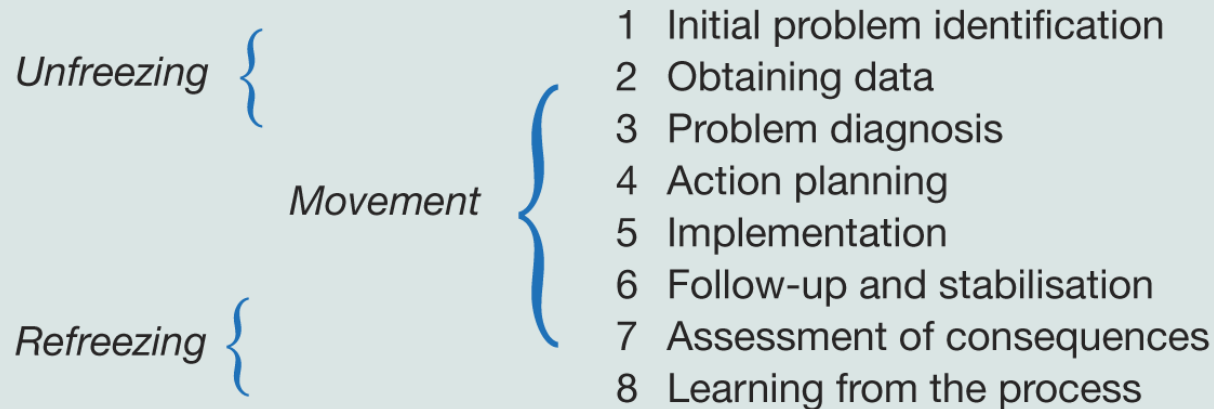


Figure 19.3 Stages in a planned-change effort

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.

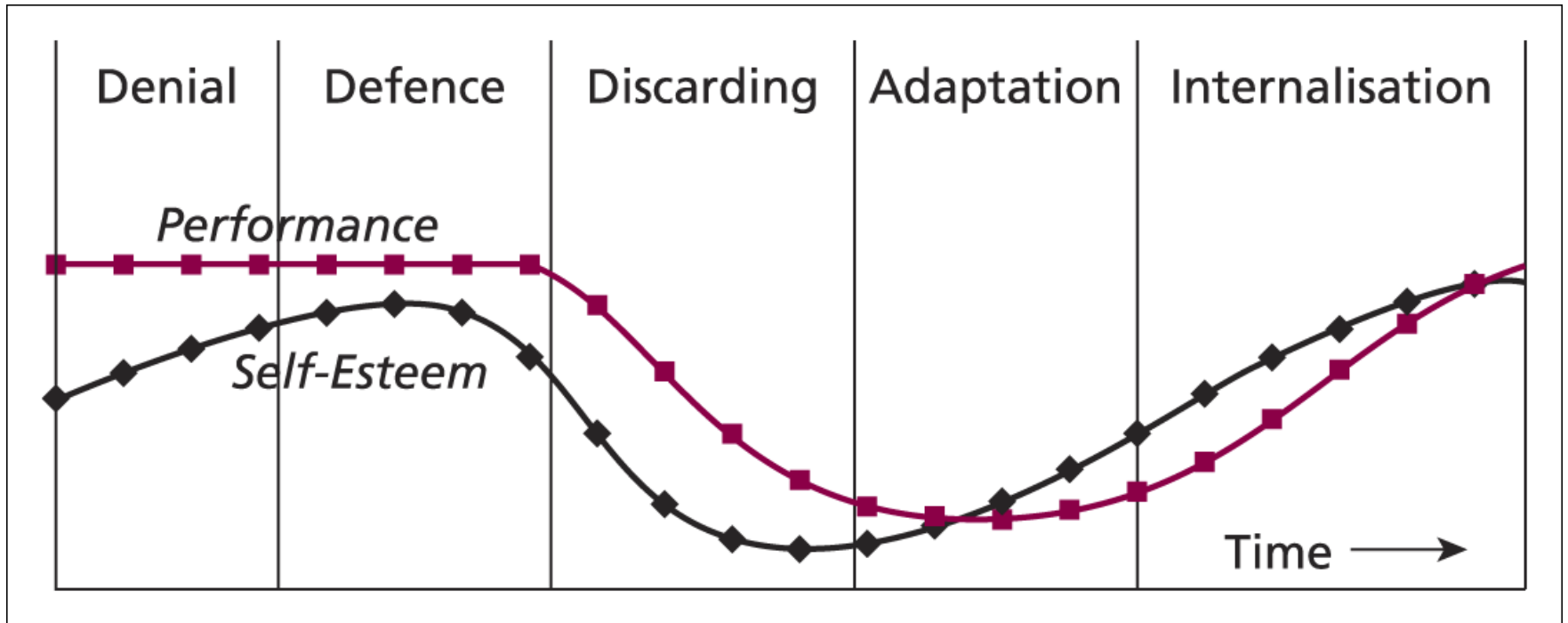


Figure 8.4 The Coping Cycle

The Coping Cycle

Stage 1 – Denial:

When faced with the need to make or accept significant changes, the first reaction by many people or groups is to deny there is a need for change.

Stage 2 – Defence:

Once people realise that change is taking place and they cannot stop it, they may feel rejected and depressed. This can turn into defensive behaviour whereby people will defend their past practices and behaviours and deny that the new ways are suitable to them and their jobs.

The Coping Cycle (Continued)

Stage 3 – Discarding:

If people realise that the change will take place whether they like it or not, and that it does affect them and that they need to adjust to the new situation, they begin the process of discarding past behaviour – recognising that what was suitable in the past is no longer suitable for the current situation.

Stage 4 – Adaptation:

No proposed change is ever likely to be 100% suitable at the outset. Therefore, for change to be successful, not only must those affected by it adapt to the new ways, but the new ways must also be adapted to fit in with the existing people and circumstances.

The Coping Cycle (Continued)

Stage 5 – Internalisation:

This is the stage of the Coping Cycle where change becomes fully operational, and new ways of working and behaving have been developed. People reach the point where, psychologically, they see the changes not as *new* but as *normal* – the way things should be.

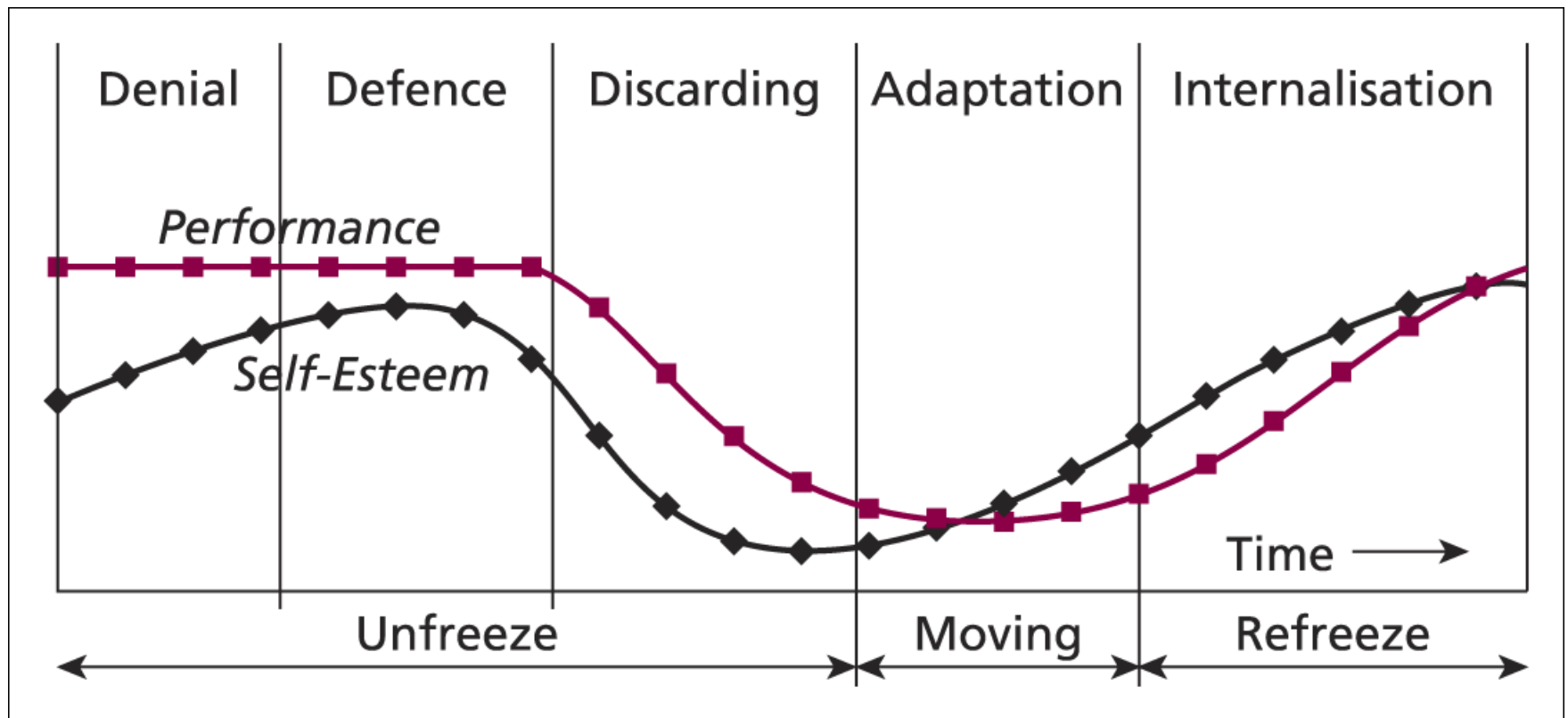


Figure 8.5 Three-Step model and the Coping Cycle

Organisation Development (OD)

- The standard-bearer for Planned change
- It is an industry
- It regulates itself
- It has its own qualifications
- It has approved tools and techniques.

OD

Organisation development is a unique organisational improvement strategy that... has evolved into an integrated framework of theories and practices capable of solving or helping to solve most of the important problems confronting the human side of organisations.

Organisation development is about people and organisations and people in organisations and how they function. OD is also about planned change, that is getting individuals, teams and organisations to function better.

(French and Bell, 1995: 1–2)

OD – core values

- The needs and aspirations of human beings provide the prime reasons for the existence of organisations within society.
- Organisational prioritisation is a legitimate part of organisational culture.
- Change agents are committed to increased organisational effectiveness.
- OD places a high value on the democratisation of organisations through power equalisation.

How?

- Empowering employees to act
- Creating openness in communications
- Facilitating ownership of the change process and its outcomes
- The promotion of a culture of collaboration
- The promotion of continuous learning.

Hurley *et al* (1992)

Greiner's red flags

- *Flag 1: Putting the individual before the organization.* The obsession of OD with individual behaviour change caused less focus on the formal organization — its strategy, structure, controls, and so on.
- *Flag 2: Informal before formal organization.* There was also an overemphasis on interpersonal values (e.g., openness, trust, etc, hierarchy, and accountability). Again, an opportunity was missed to produce a wider impact.
- *Flag 3: Behavior before diagnosis.* OD was preoccupied with behavior change along the lines of OD's core values, not on diagnosing whether the existing behaviour was compatible with the strategic thrust or culture of the organization.
- *Flag 4: Process before task.* With its emphasis on how one person should relate to others, OD became enamored with the human dynamics of working together, assuming that team building was the preferred alternative.

(Greiner and Cummings, 2004: 378–379)

Greiner's red flags

- *Flag 5: Experts before the manager.* OD programs were designed and conducted by expert consultants.
- *Flag 6: Package before the situation.* Potential clients for OD activities usually preferred packaged change programs — formal activities that were structured, tangible, and easy to explain to employees. The unfortunate result was that organizations were frequently shoehorned to fit the OD program's characteristics rather than customizing the program to fit the uniqueness of the client organization.

(Greiner and Cummings, 2004: 378–379)

The expansion of OD

- OD has adopted an Open Systems perspective which allows it to look at organisations in their totality and within their environments.
- Led OD practitioners to developed an interest in managing organisational culture and organisational learning.
- OD is now about transforming organisations in their totality rather than only focusing on changes to their constituent parts.

OD dilemmas

Over the years, OD practitioners have sought to focus more on organisational transformation initiatives and less on group behaviour change. This has led to two fundamental dilemmas.

Dilemma One: OD Expertise

The group behaviour focus is well-understood, accepted and supported by tried and tested tools and techniques. The organisational transformation focus is unclear, less developed and more contentious.

Dilemma Two: OD Values

The group behaviour focus promotes humanistic and democratic values through participative learning. The organisational transformation focus is more autocratic, less participative and less about individual and group learning.

Planned change: Summary

- Moving an organisation from one stable state to another
- Top-down
- Finite objectives
- Must be self-sustaining
- Is a collaborative process
- Is a cyclical process:
 - Diagnosis
 - Action
 - Evaluation
 - Further action
 - Further evaluation.

Planned change

Criticisms

- Assumes environmental stability
- Ignores power and politics
- Too reliant on managers
- Not applicable to situations that need rapid, directive transformational change
- It is a 'one best way' approach
- Limited applicability.

Models of organisational change

- Incremental
- Punctuated Equilibrium
- Continuous Transformation.

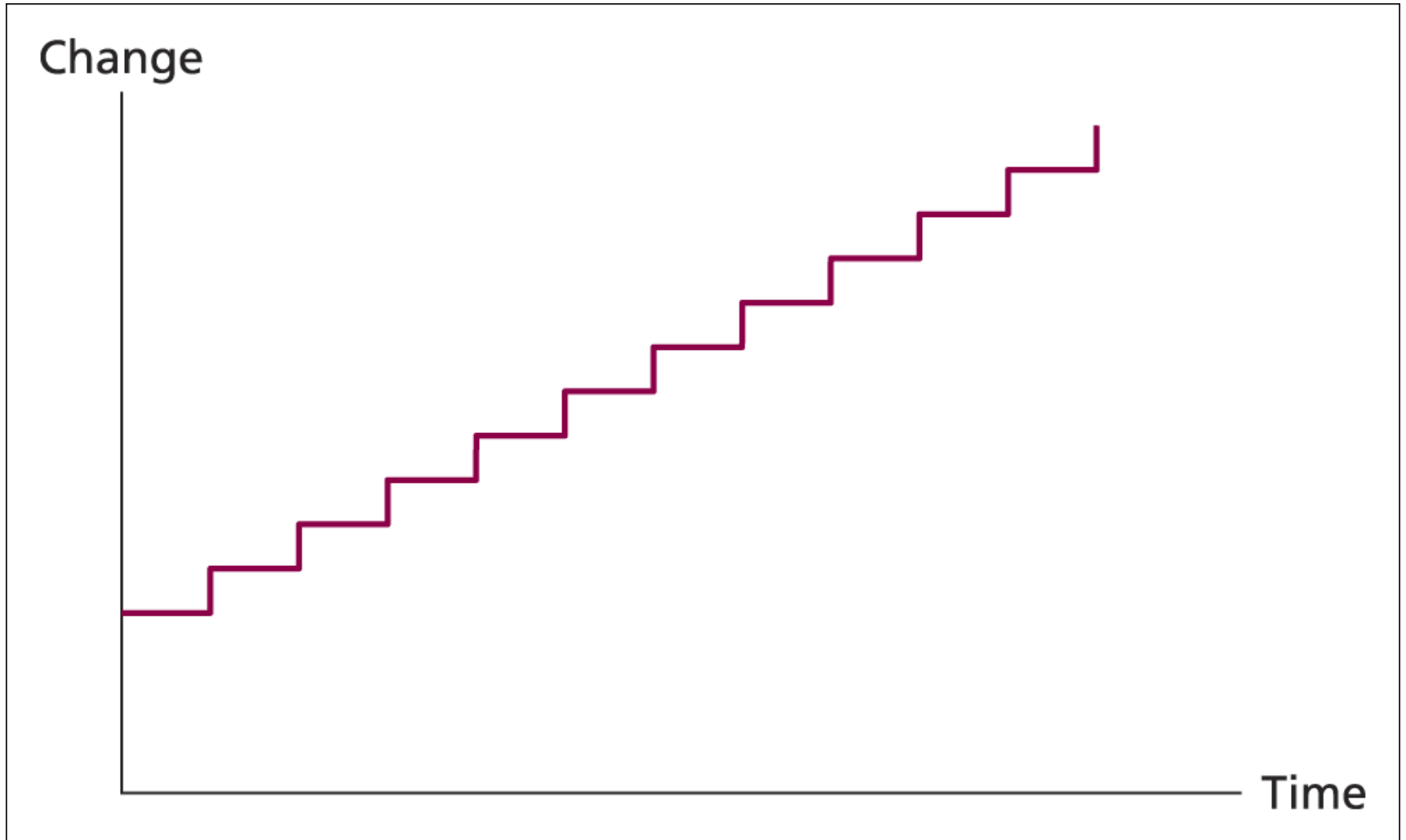


Figure 8.6 Incremental change

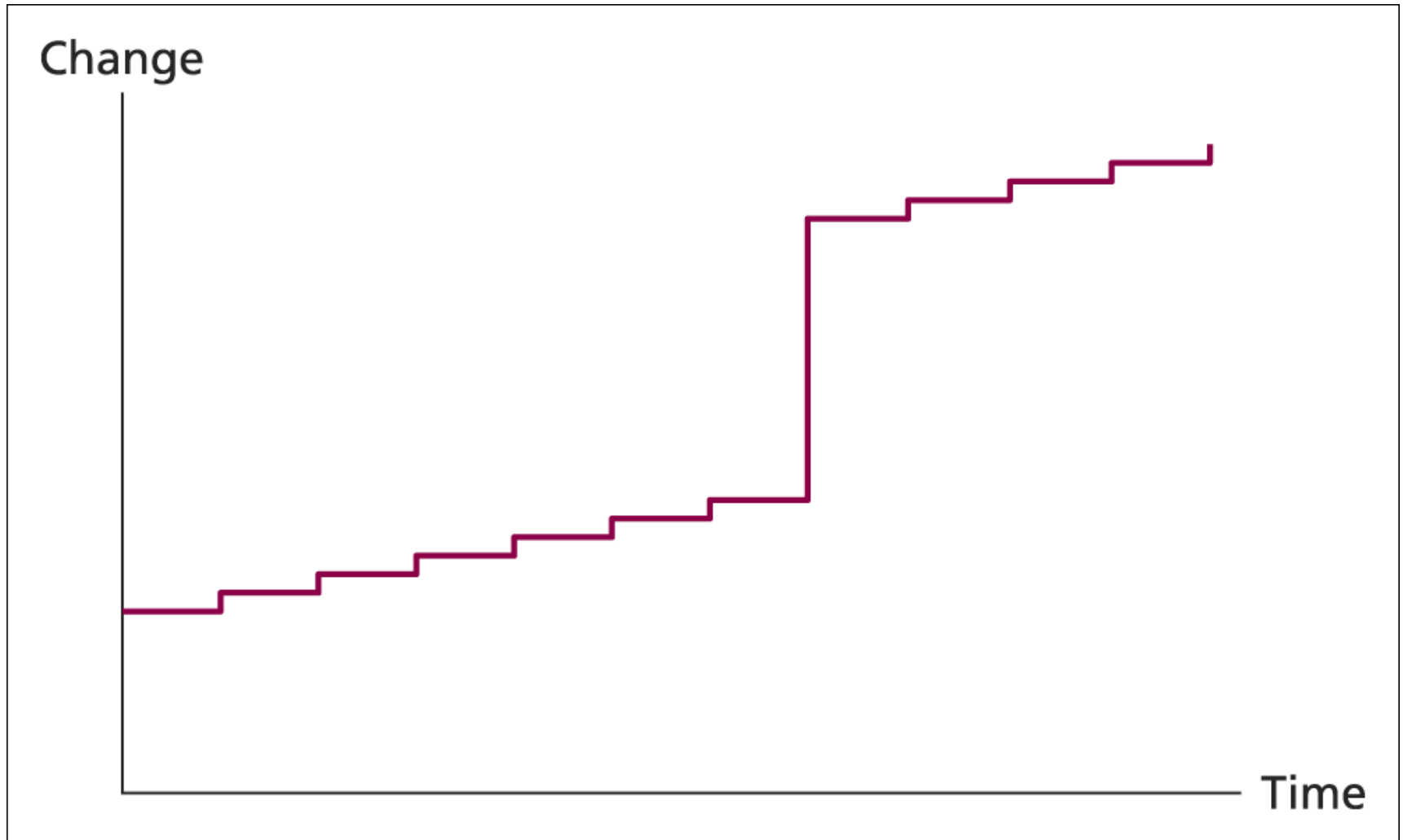


Figure 8.7 Punctuated Equilibrium

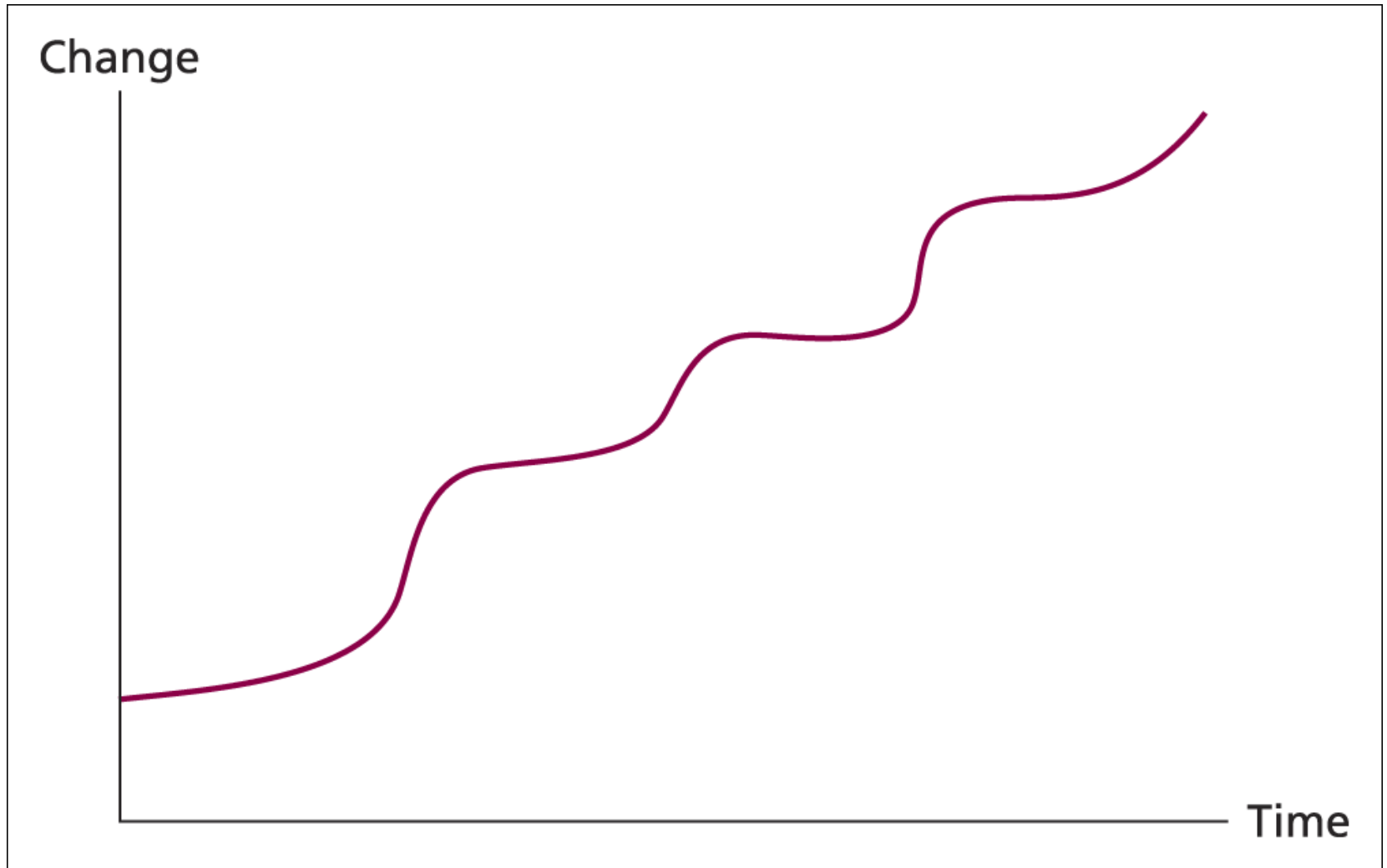


Figure 8.8 Continuous Change

Today's objectives



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Next –

Key Change Management Theories 2

Emergent Change

Resistance to Change

