

MBA Change modules 2021

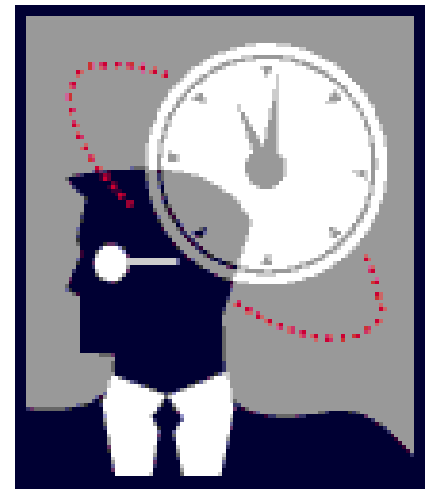
3: Power & Politics
Planned v Emergent Change
Patterns of Change

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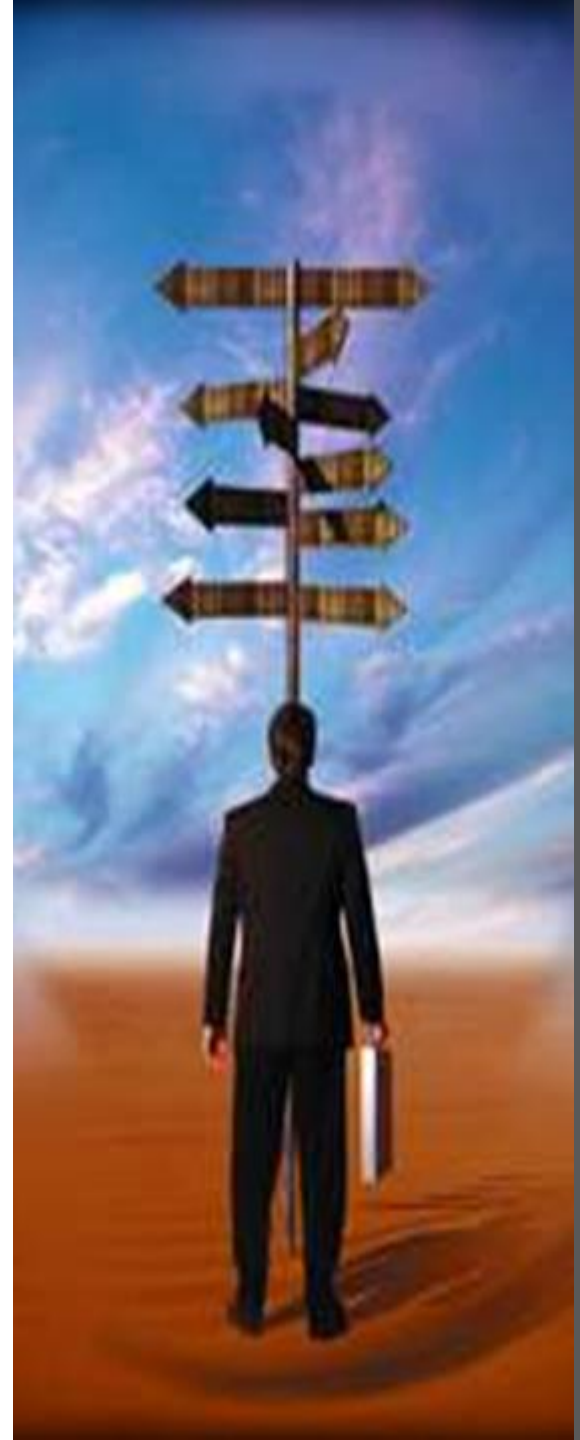


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Today's objectives

- Examine the role and impact of politics and power in organisations
- Evaluate Planned and Emergent Change
- Examine patterns of change



Assignment Case



It's make your mind up time.....



Any ideas? Shortlist of 3

Presentation



- Justify selection of your case
- Brief background/context
- What changed and why?
- Lewin force field analysis
- Stakeholder analysis using Power Interest grid
- Summarise next steps and clarify your key theme(s)
- 10 minutes max

Assignment: Case Study

- Consider the relevance of the material to your case: look for evidence, analyse critically, evaluate, compare and contrast



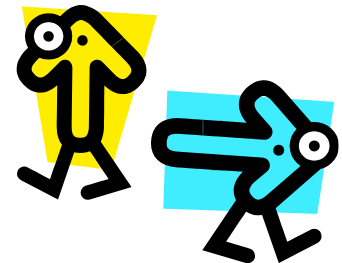


Power, Politics and Change

Power, politics and change: Yes or No?

- Re: managing change, some assume organisations are well integrated within which everybody works harmoniously together.
- Decisions are made logically and rationally, people share similar views of the world, they act to promote the interests of the organisation as a whole.

This is rarely the case.



Points of view.....

- <https://youtu.be/3n-c6iAKFgg>



Organisations are political arenas



- Organisations can be conceptualised as a collection of individuals, groups and communities of practice, each pursuing their own objectives.
- When there is a conflict of interests it is the power and influence of those involved that determines the outcome rather than logic and rational argument.
- Consequently, those responsible for managing change cannot afford to ignore issues of power and influence.

Political behaviour is most intense in times of change

- Change upsets the balance of power
 - Some will defend the status quo and others will seek change to improve their position
- People will resist change because of:
 - Threat from anticipated future state
 - Threat from process used to secure change



Implications for change managers

- In order to manage change successfully change managers need to be alert to the identity of important stakeholders and to their predisposition to either support or resist the change.



Power and politics



It is difficult to think of situations in which goals are so congruent, or the facts so clear-cut that judgment and compromise are not involved.

What is rational from one point of view is irrational from another.

Organisations are political systems, coalitions of interests, and rationality is defined only with respect to unitary and consistent ordering of preferences.

What is power?



... we defined authority as the right to act, or command others to act, toward the attainment of organisational goals. Its unique characteristic, we said, was that this right had legitimacy based on the authority figure's position in the organisation.

Authority goes with the job.... When we use the term power we mean an individual's capacity to influence decisions.. .the ability to influence based on an individual's legitimate position can affect decisions, but one does not require authority to have such influence.

(Robbins, 1987 :
186)

What is politics?



[Politics is the] ... efforts of organisational members to mobilise support for or against policies, rules, goals, or other decisions in which the outcome will have some effect on them. Politics, therefore, is essentially the exercise of power. (Robbins, 1984)



Some definitions

- **Authority:**
The right to act.
- **Power:**
The capacity to influence decisions.
- **Politics:**
The exercise of power.



- **Politics:**
 - The exercise of power.
- **Legitimate use of politics:**
 - The exercise of power by those entitled to in the interests of the organisation.
- **Illegitimate use of politics:**
 - The exercise of power in pursuit of personal interests or by those not entitled to.

The political view of organisations



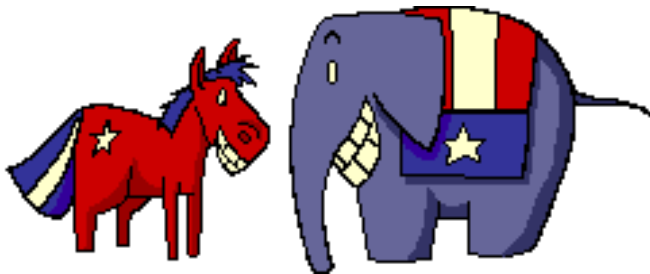
... a political view can explain much of, what may seem to be, irrational behaviour in organisations. It can help to explain, for instance, why employees withhold information, restrict output, attempt to 'build empires' ...

(Robbins, 1986: 283)

The conditions for political behaviour

- ...virtually all [writers] agree that for politics to occur, certain conditions must exist.
- There must be two or more parties (individuals, groups or large entities), some form of interdependence between the parties, and a perception on the part of at least one of the parties that divergent interests exist between them such that there is, or may potentially arise, conflict between the parties.
- Once these conditions exist, the subsequent actions of the parties involved will be deemed 'political.'

(Bradshaw-Camball and Murray, 1991: 380)



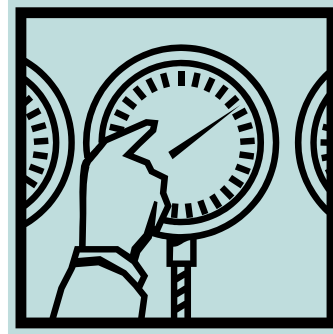
Political ploys – used any?



- **Reason** – facts and information are used selectively to mount seemingly logical or rational arguments.
- **Friendliness** – the use of flattery, creation of goodwill, etc., prior to making a request.
- **Coalition** – joining forces with others so as to increase one's own influence.
- **Bargaining** – exchanging benefits and favours in order to achieve a particular outcome.
- **Assertiveness** – being forceful in making requests and demanding compliance.
- **Higher authority** – gaining the support of superiors for a particular course of action.
- **Sanctions** – using the promise of rewards or the threat of punishment to force compliance.

Kipnis *et al* (1980, 1984), Schilit and Locke (1982)

Using power and politics



- Decide what your goals are, what you are trying to accomplish.
- Diagnose patterns of dependence and interdependence; what individuals are influential and important in your achieving your goal?
- What are their points of view likely to be? How will they feel about what you are trying to do?
- What are their power bases? Which of them is more influential in the decision?
- What are your bases of power and influence? What bases of influence can you develop to gain more control over the situation?
- Which of the various strategies and tactics for exercising power seem most appropriate and are likely to be effective, given the situation you confront?
- Based on the above, choose a course of action to get something done.

(Pfeffer, 1992: 29)

The four main types of power

- **Coercive power** – the threat of negative consequences (including physical sanctions or force) should compliance not be forthcoming.
- **Remunerative power** – the promise of material rewards as inducements to cooperate.
- **Normative power** – the allocation and manipulation of symbolic rewards, such as status symbols, as inducements to obey.
- **Knowledge power** – the control of information.

Etzioni (1975), Robbins (1986)



Favourite influencing strategies

- **For influencing up** (managers) – the use of reason.
- **For influencing across** (co-workers) – the use of friendliness.
- **For influencing down** (subordinates) – the use of reason.

Huczynski and Buchanan (2013)



Power tactics



- **Image building** – action that enhances a person's standing, such as backing the 'right' causes.
- **Selective information** – withhold unfavourable information from superiors.
- **Scapegoating** – blame someone else.
- **Formal alliances** – form or join a coalition of the strong.
- **Networking** – make friends with those in power.
- **Compromise** – be prepared to give in on unimportant issues in order to win on the important ones.
- **Rule manipulation** – interpret rules selectively to favour friends and thwart opponents.
- **Other tactics** – if all else fails, use dirty tricks such as coercion, undermining the expertise of others, playing one group off against another, and get others to 'fire the bullet'.

(Buchanan and Badham, 1999: 27–29)

Political behaviour

Minimised when there is:

- Stability
- Agreement about goals
- Openness.

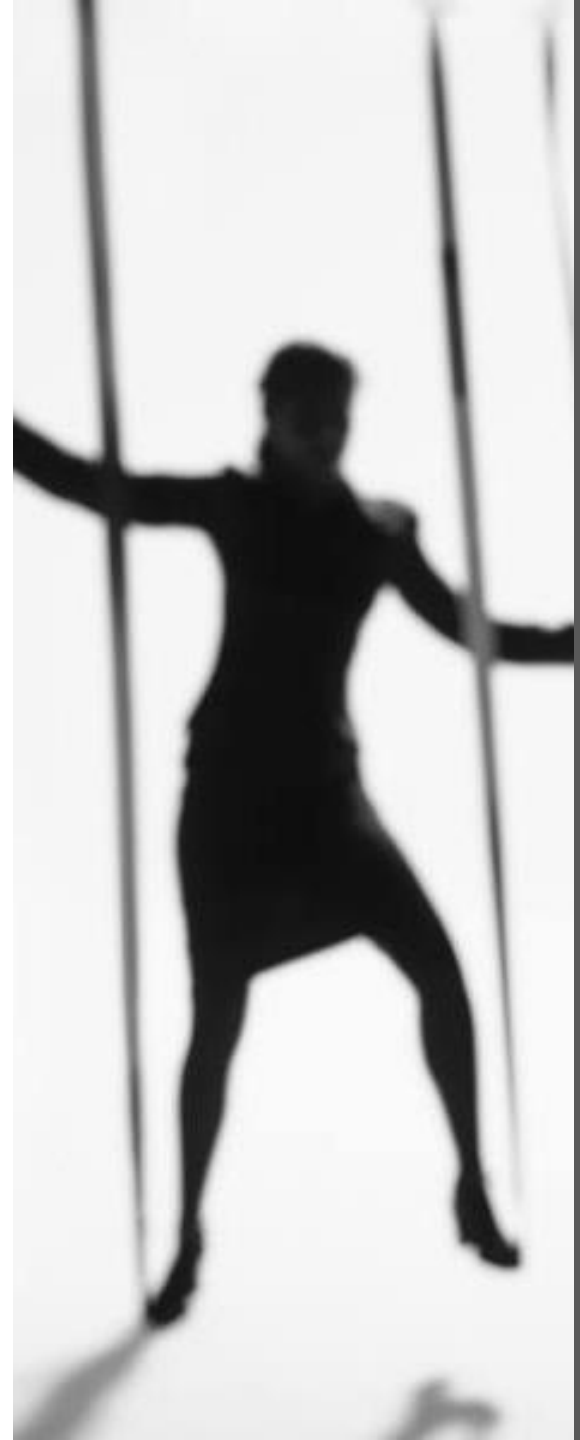
Maximised when there is:

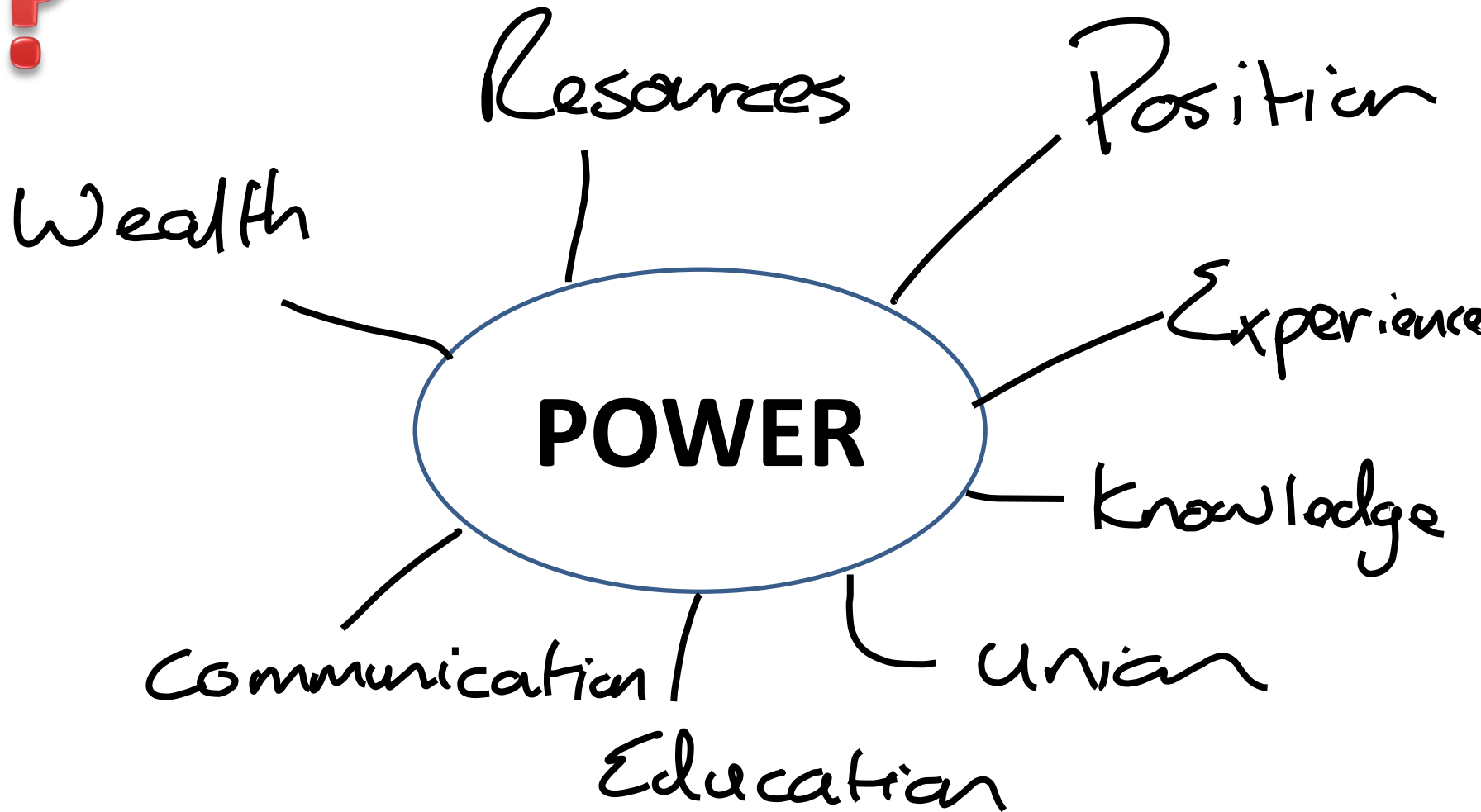
- Uncertainty
- Conflict over goals
- Secrecy.



Behavioural factors in control systems

- Control systems provide an interface between human behaviour and the process of management.
- Control often provokes a negative emotional response from those affected.
- The effectiveness of control systems is dependent on their design and operation.
- And also the way staff respond to them.





The constituencies or stakeholder groups that are **most powerful** are those that:

Are in a position to deal with important problems

Have control over significant resources valued by others

Are lucky or skilled (Problems & Resources)

Are centrally connected in the work flow (Social Capital)

Are not easily replaced

Have successfully used power in the past.

Power and authority

- Some stakeholders are more powerful than others and they are able to act in ways that will either support or block a change.
- This power is not confined to those who have been given the authority to determine how certain things will be done.
- Sometimes individuals and groups who do not have any legitimate authority have more power than legitimately appointed managers.



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

Tutorial: Stakeholder analysis

Summary:

Organisational change

- **Can:**
 - Create instability
 - Challenge culture
 - Threaten existing power relations
 - Promote political behaviour.
- **But it can also:**
 - Restore stability
 - Recreate or support culture
 - Maintain existing power relations
 - Reduce conflict.
- **It depends on the context.**



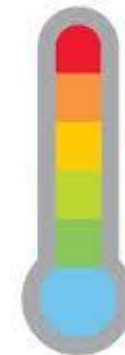
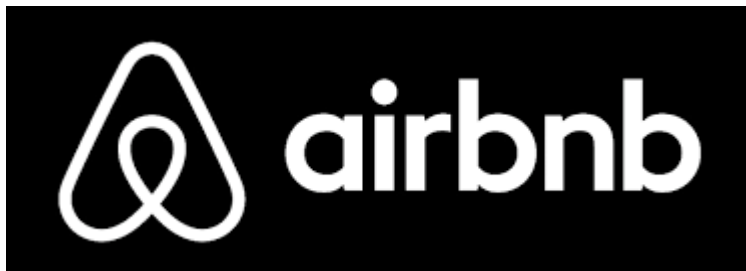
Assignment Case



U B E R



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



**Dewis
doeth
Choose
well**

Activity – Critical reflection: Breakout discussion/plenary



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.

(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.

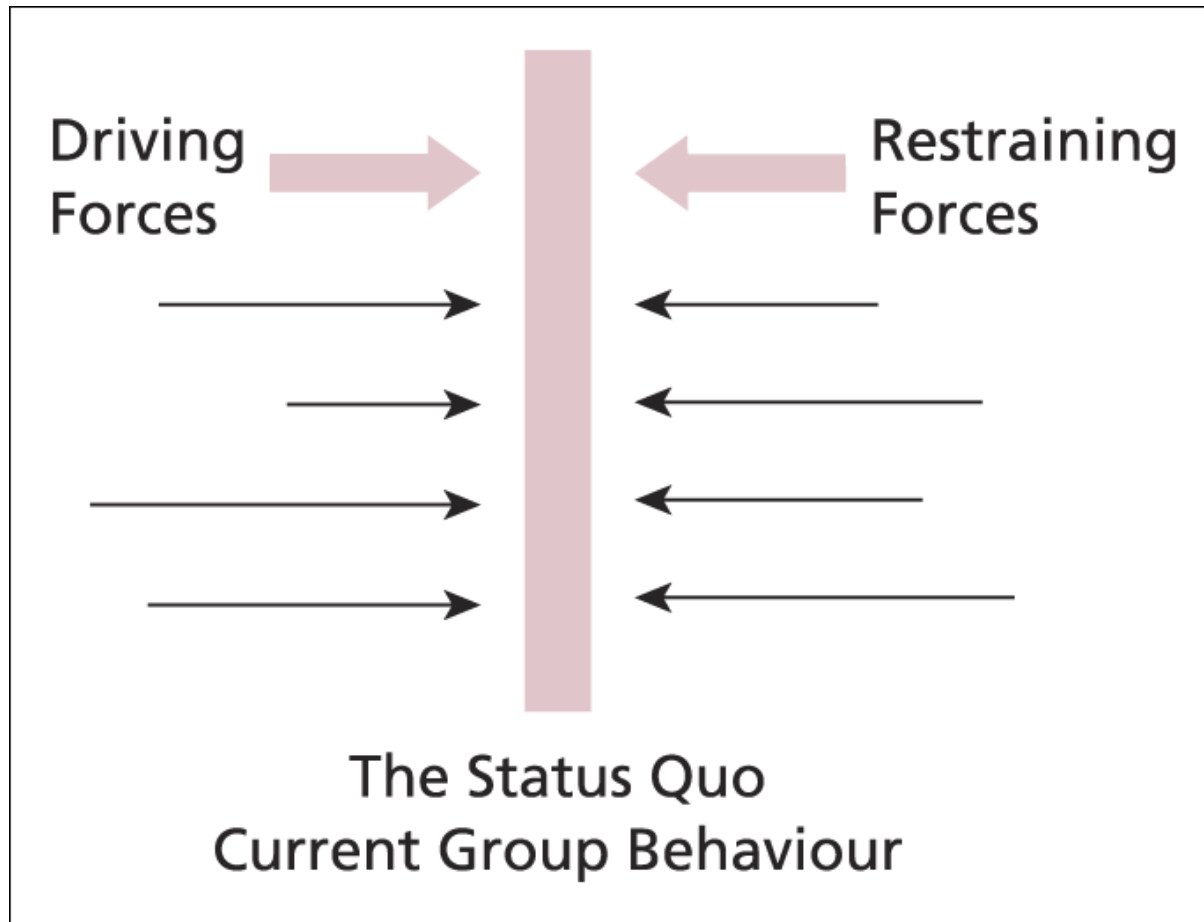


Figure 8.1 Force Field analysis

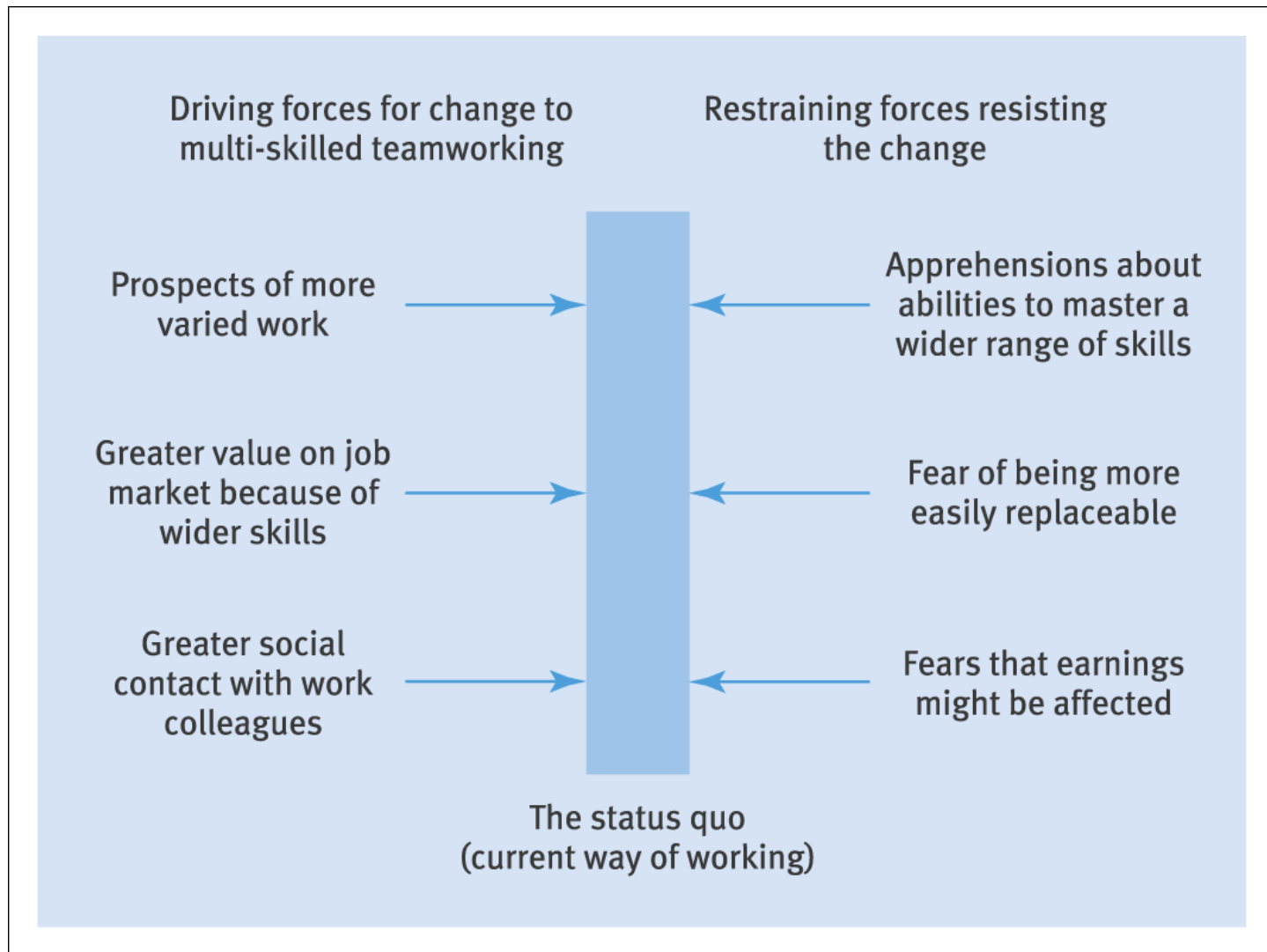


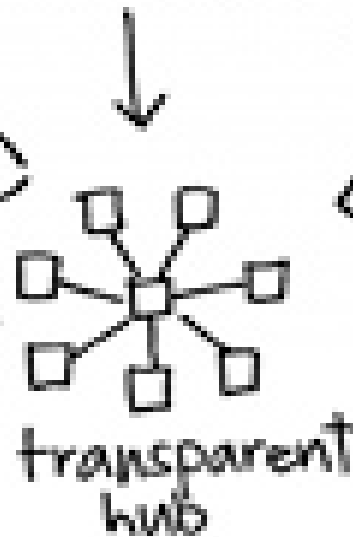
Figure 21.6 An example of Lewin's force field analysis

Force Field Analysis

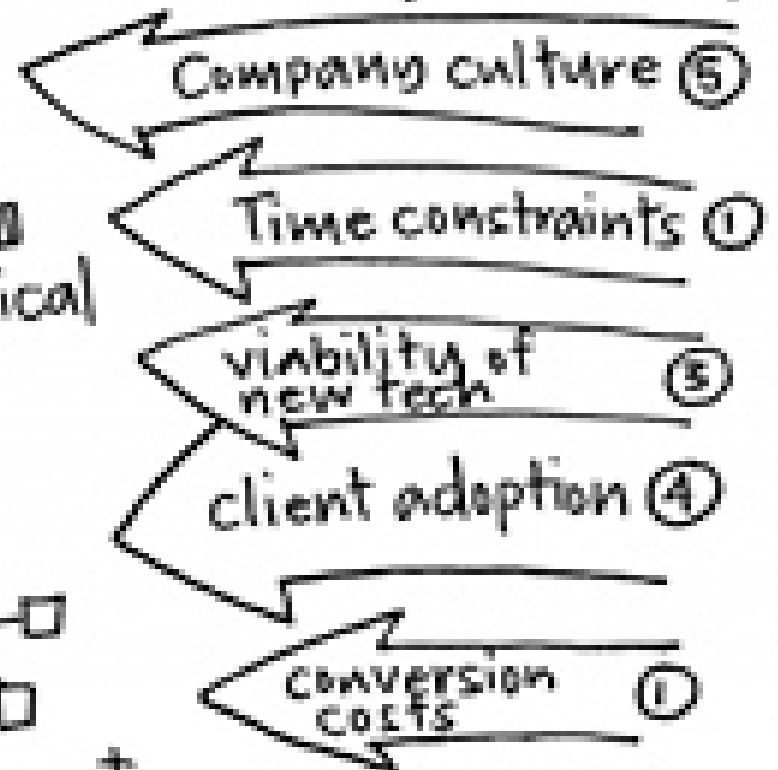
Forces for Change



Total = 20



Forces Against Change



Total = 14

Tasks for presentation:

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

The Three-Step model

Unfreezing (create dissatisfaction)

Moving (implementation)

Refreezing (stabilisation).

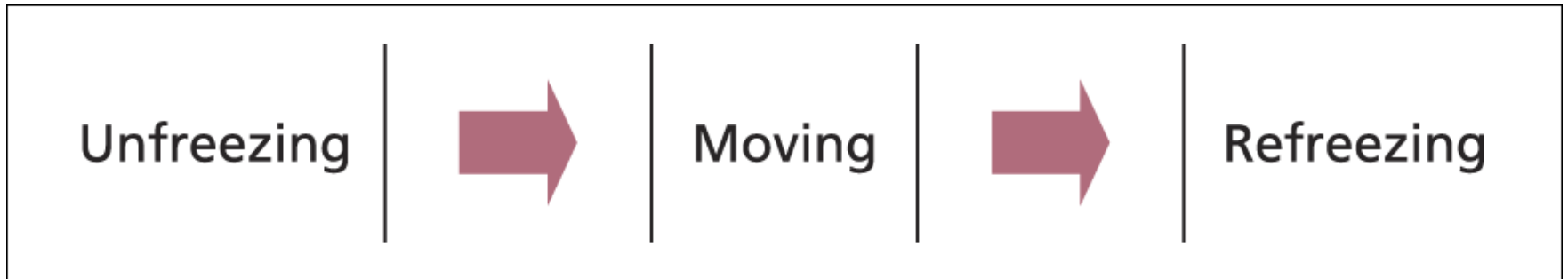
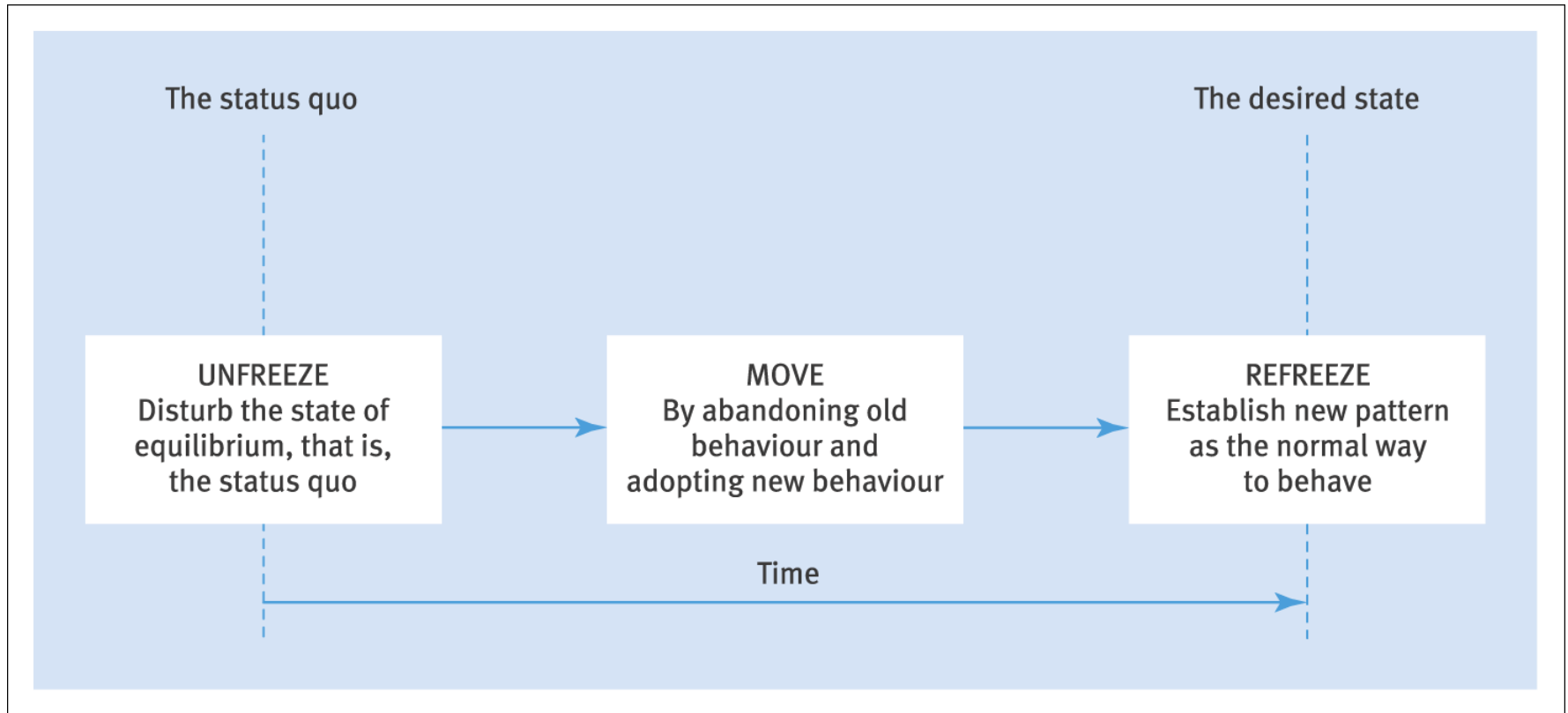


Figure 8.3 Lewin's Three-Step model of change

Lewin's (three stage) Change Process



Mullins (2013)

Stages in a planned-change effort

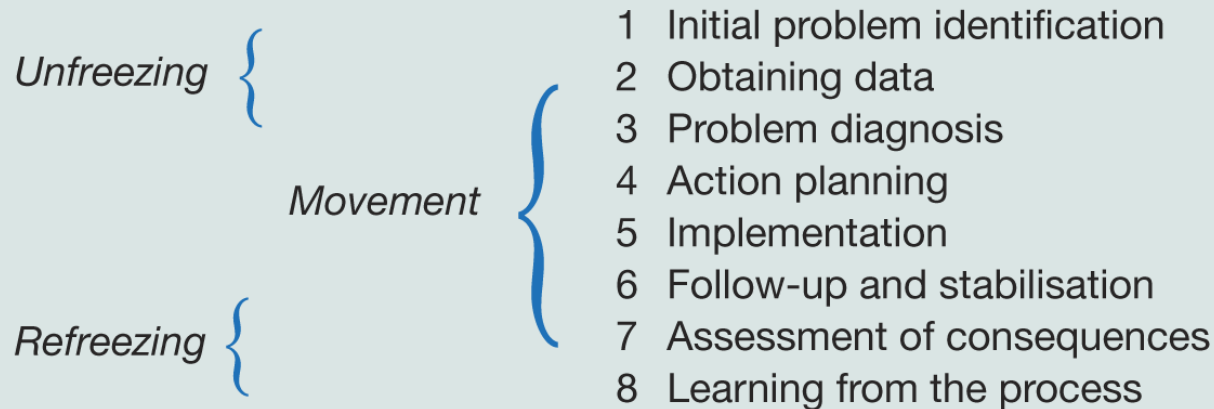


Figure 19.3 Stages in a planned-change effort

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.

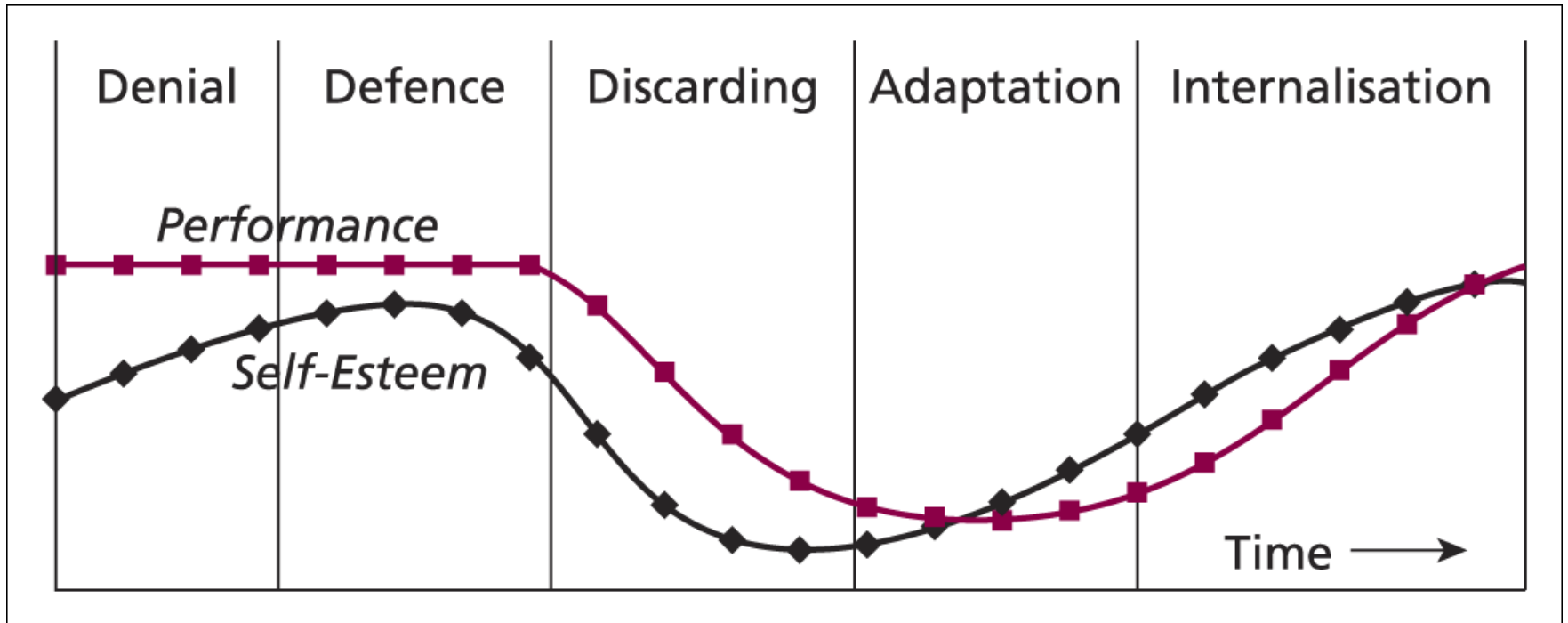


Figure 8.4 The Coping Cycle

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.

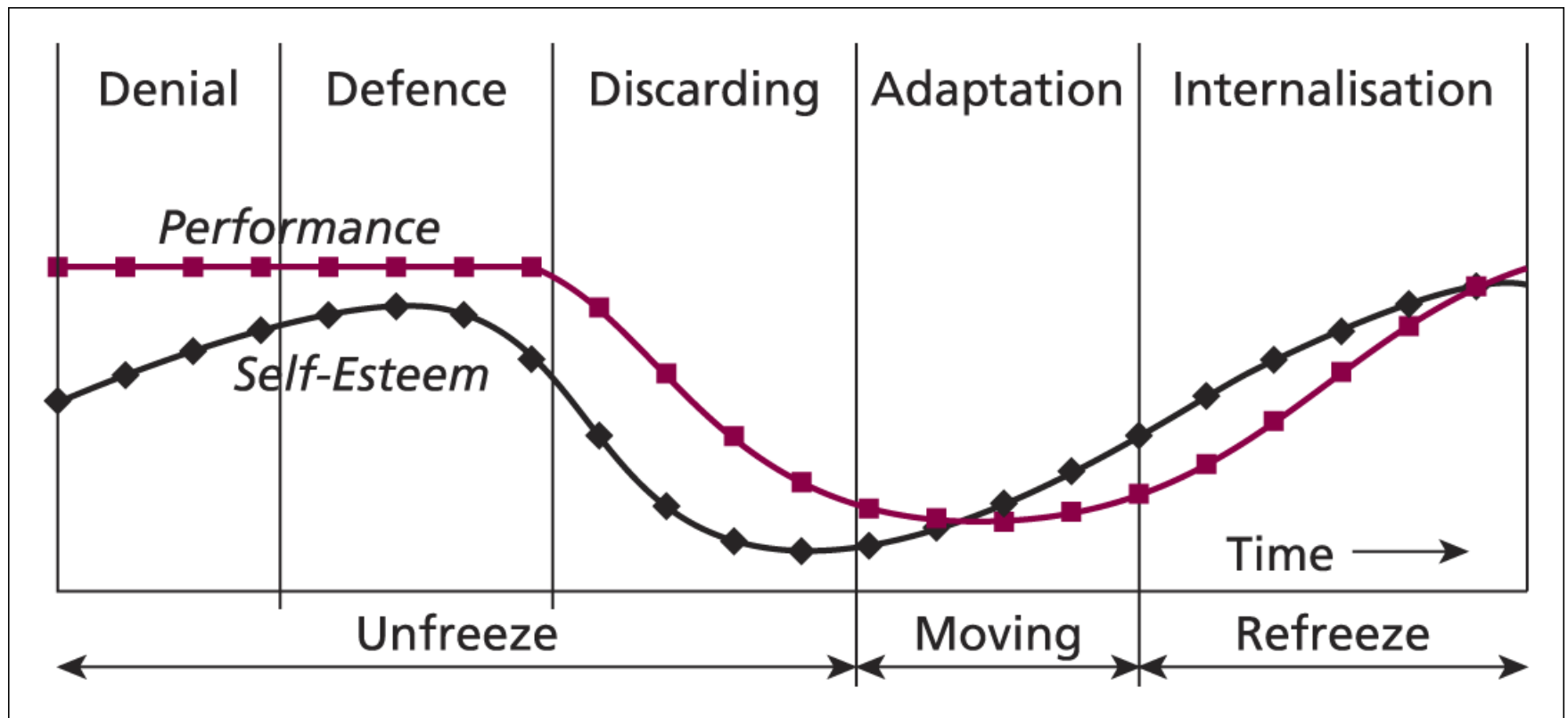


Figure 8.5 Three-Step model and the Coping Cycle

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

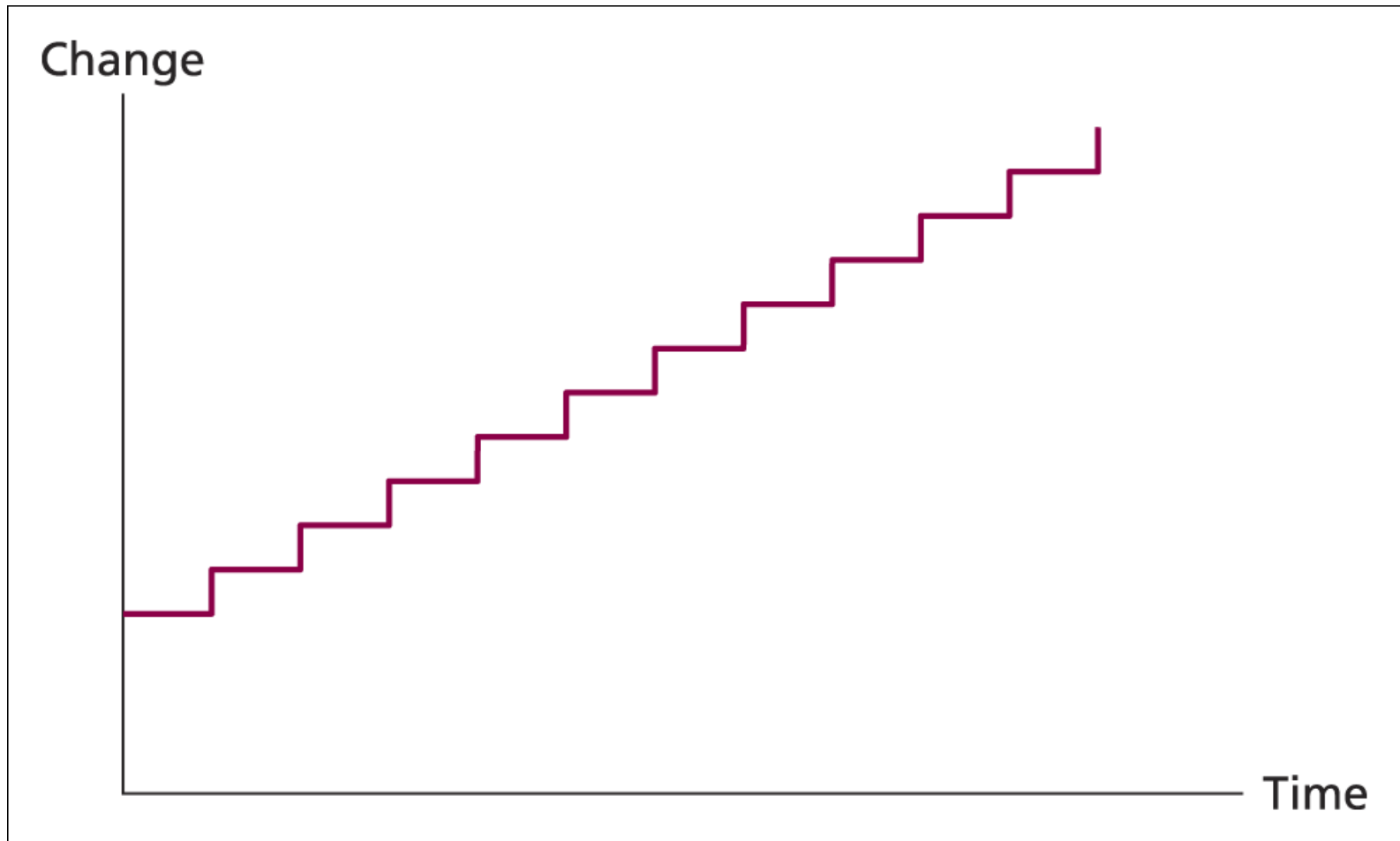


Figure 8.7 Punctuated Equilibrium

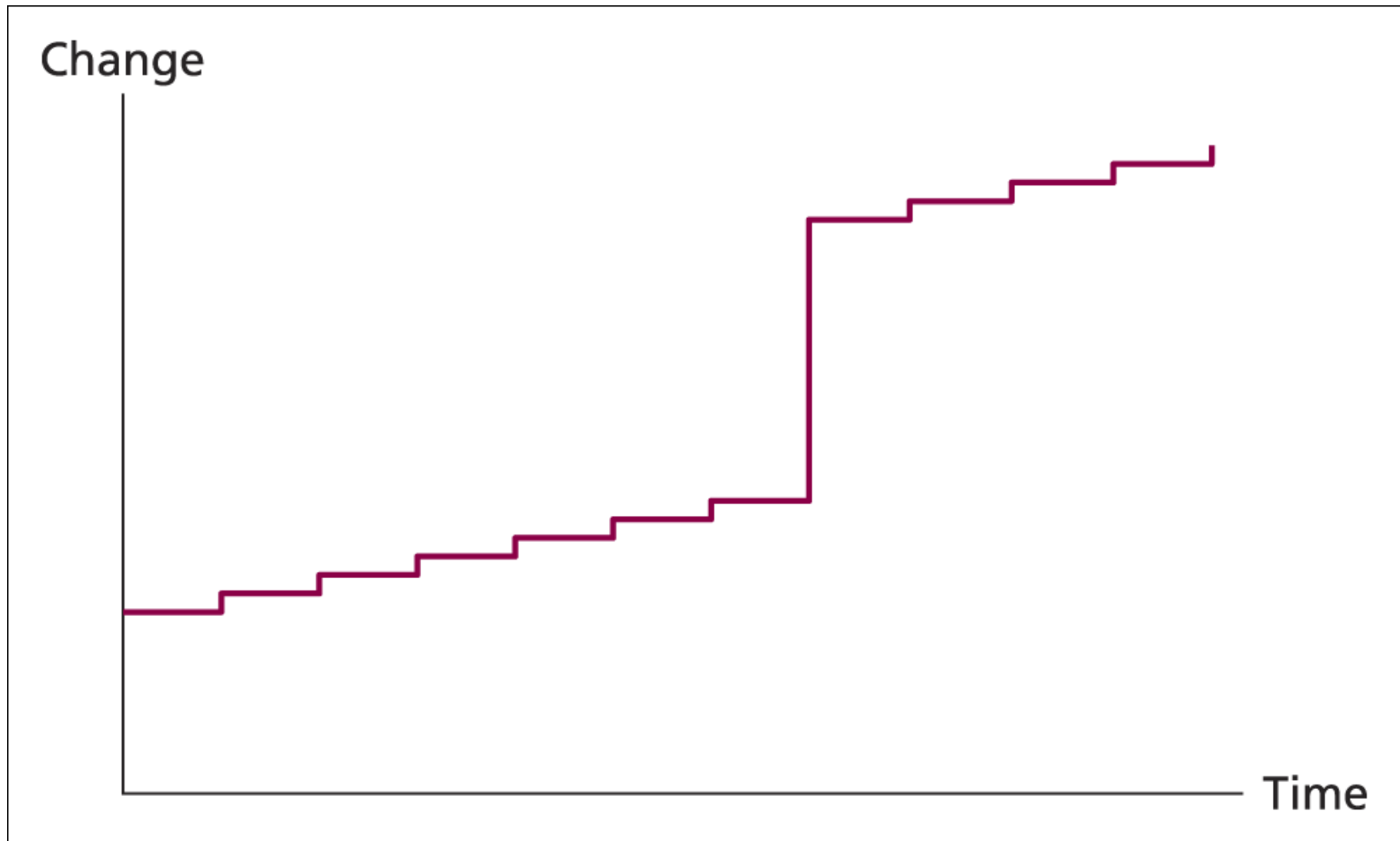
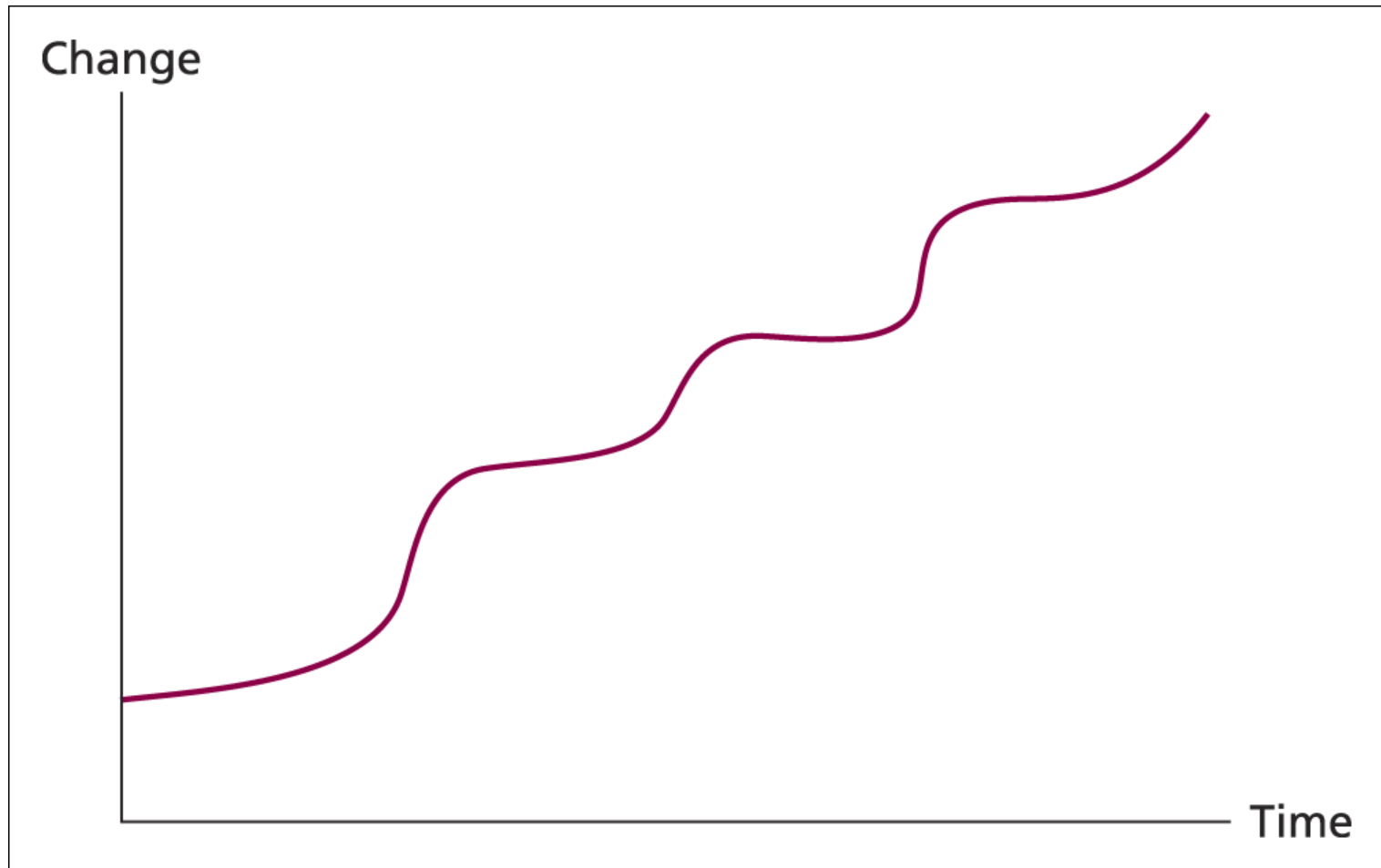


Figure 8.8 Continuous Change

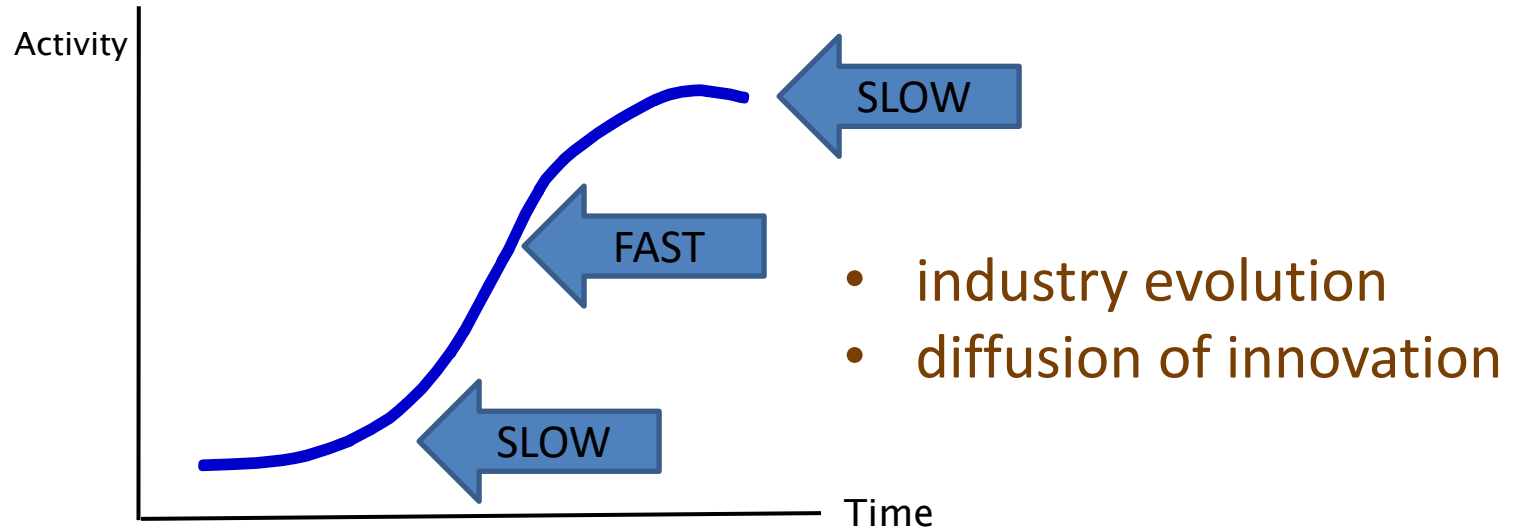


Change occurs when the state of something is altered or modified.

It involves moving from one state to a different state.

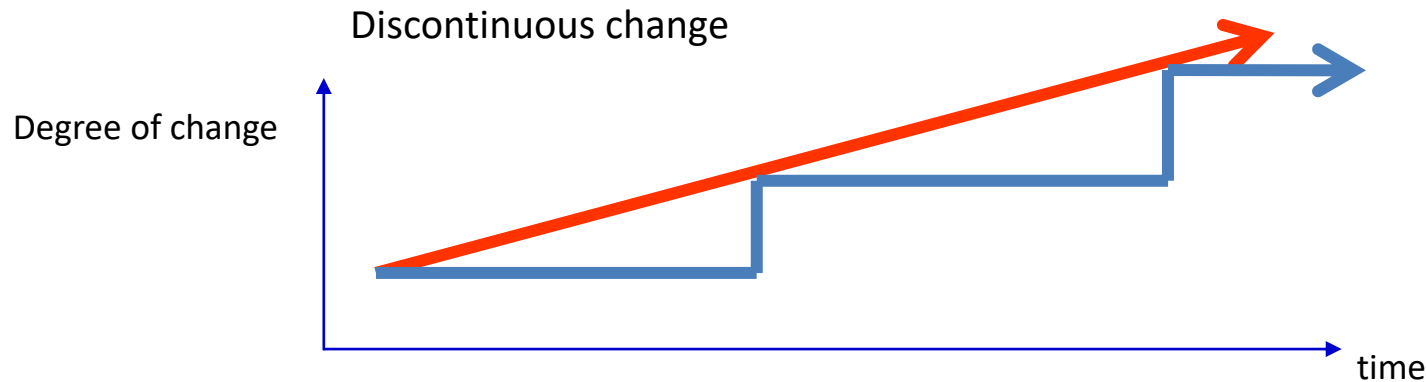
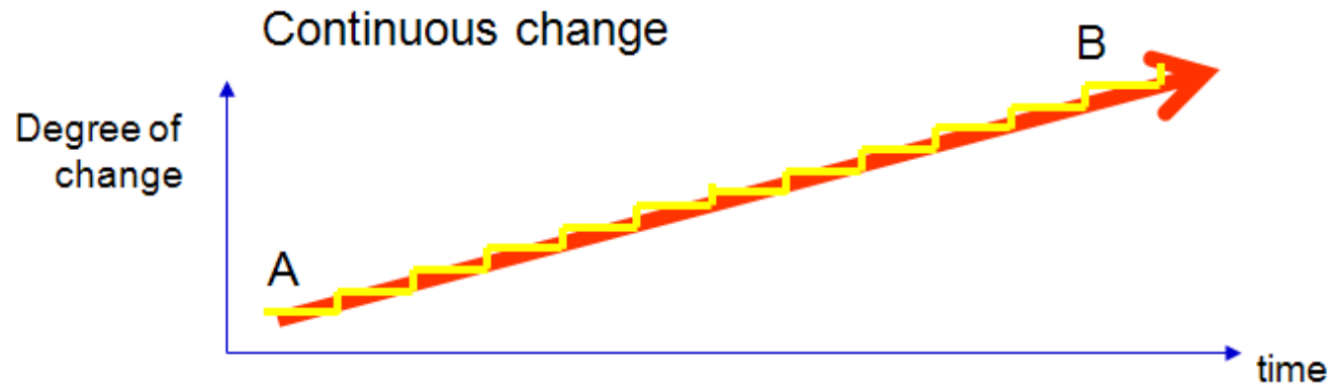


The rate of change is not constant

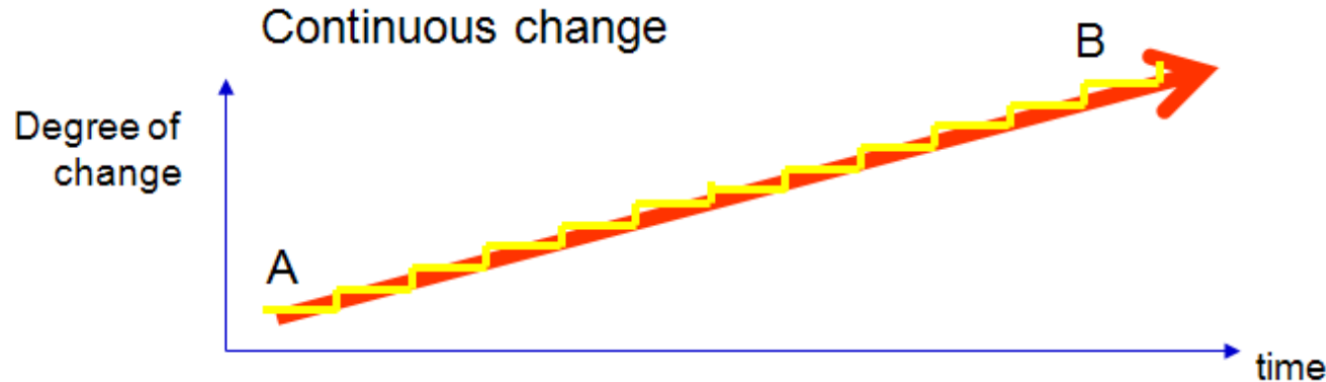


tipping points

Continuous and discontinuous change



gradualist paradigm

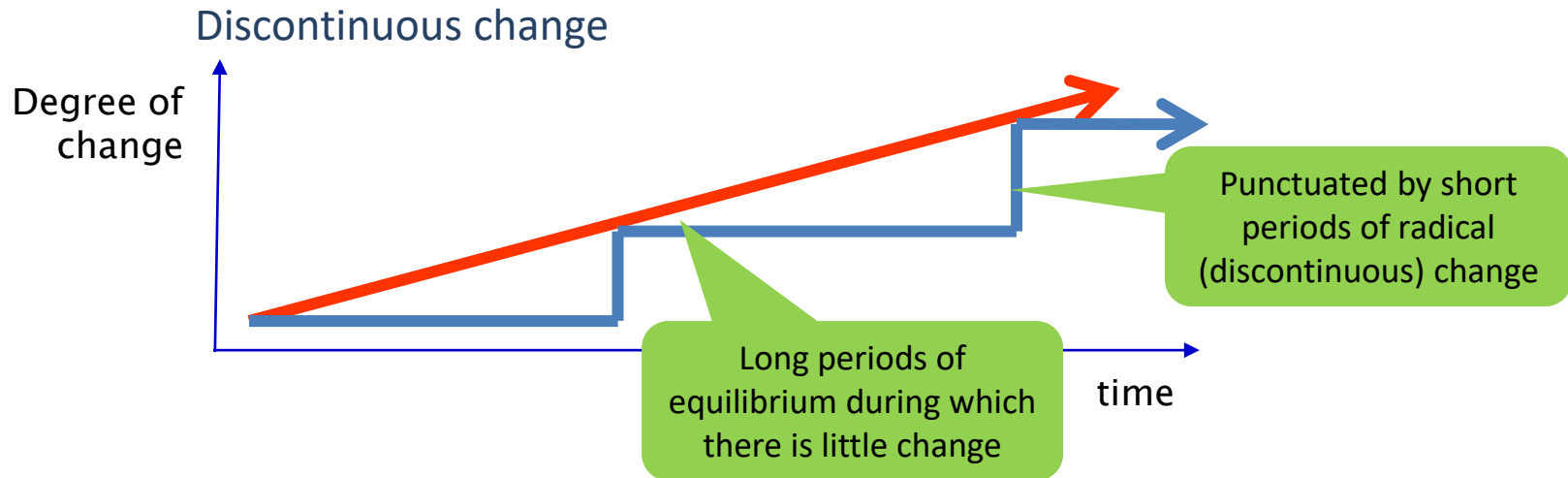


The gradualist paradigm posits that an organisation:

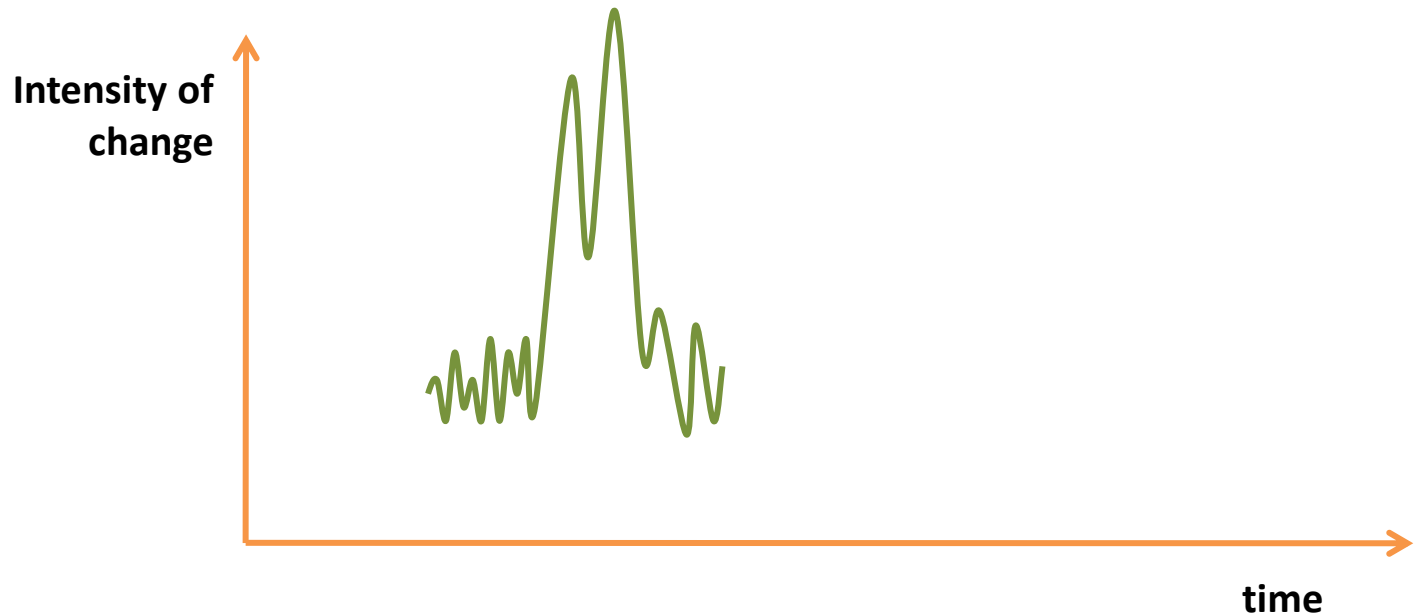
- changes and develops through a continuous process of *incremental* adjustment,
- these adjustments (changes) accumulate over time to ensure that the organisation is always aligned with its external environment.

punctuated equilibrium

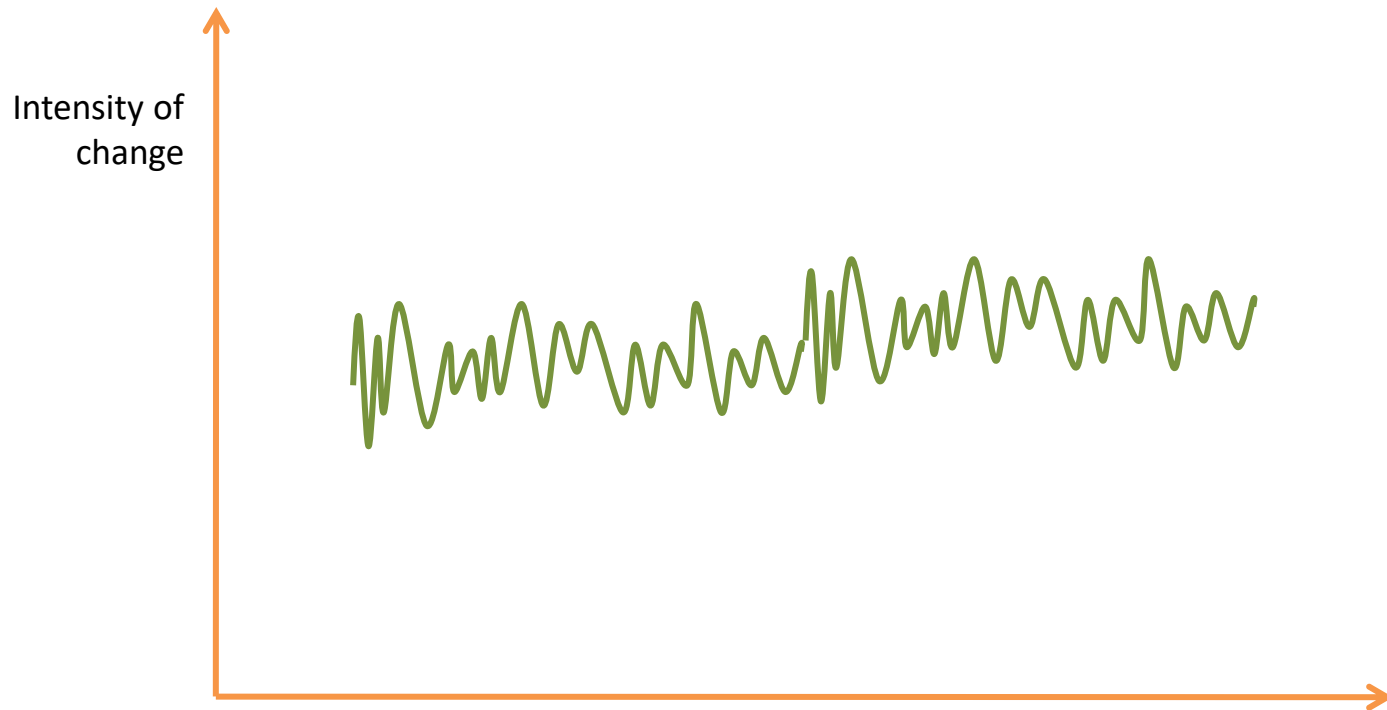
While a process of continuous gradual adjustment might be the ideal, evidence suggests that most organisations experience change as a discontinuous process often referred to as a pattern of *punctuated equilibrium*.



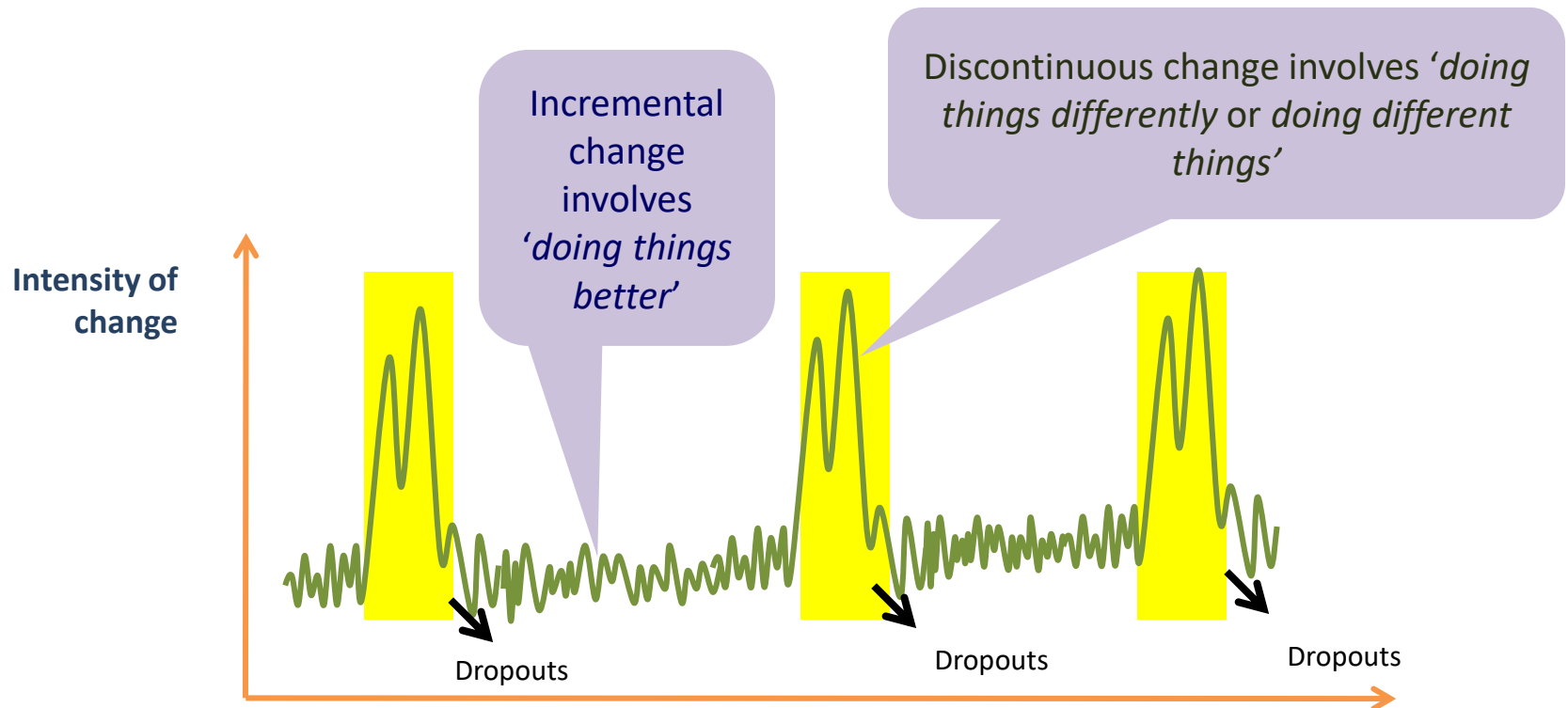
Continuous and discontinuous change can be viewed from the perspective of the intensity of change:



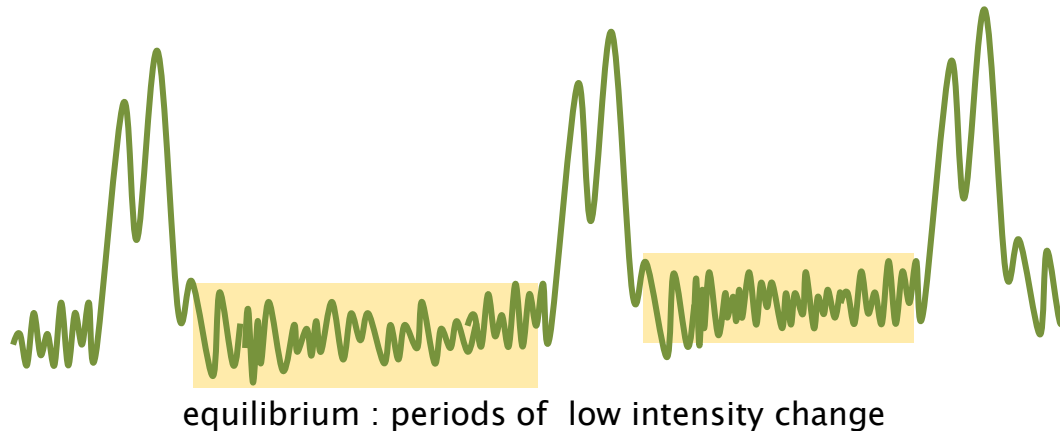
Continuous change involves a stream of low intensity changes that (according to the gradualist paradigm) can accumulate to transform the organisation.



Punctuated equilibrium involves long periods of low intensity incremental changes punctuated by short bursts of high intensity discontinuous change

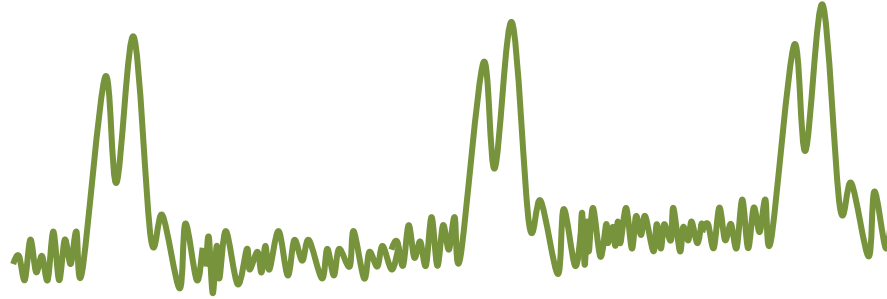


Punctuated equilibrium is the dominant pattern of change



This is the dominant pattern of change because a number of factors act to limit the degree of change that occurs in the periods of low intensity change

1. A fear of change

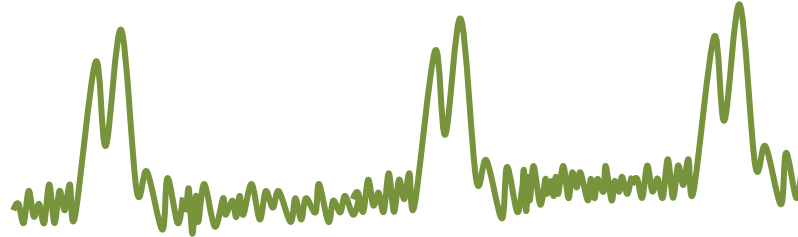


Many people are reluctant to change because:

- they prefer the status quo to an uncertain future
- they anticipate that the cost of changing might outweigh the benefits



2. Persistent 'deep structures'



Example: Strategy, leadership and culture in the NHS



Deep structures & tight and loose coupling

Deep structures are difficult to change

Football analogy

It would be difficult for one team to modify the rules. A football club is tightly coupled with the other clubs that play in the same league

Forces for inertia are strongest when a group, department or organisation is part of a network of tightly coupled mutual dependencies

3. Pressure to deliver short term results



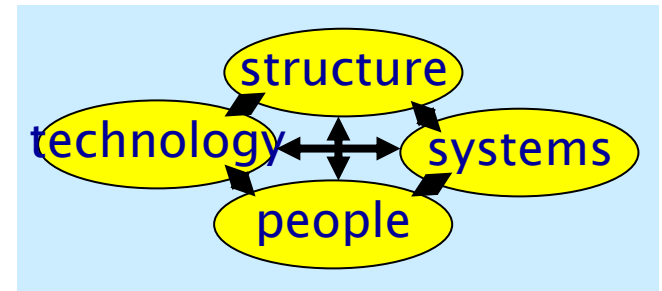
This pressure:



directs managers' attention towards improving internal alignment in order to increase efficiency.



diverts their attention away from external alignment.

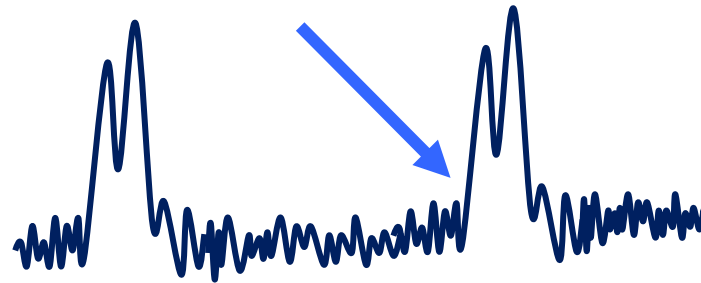


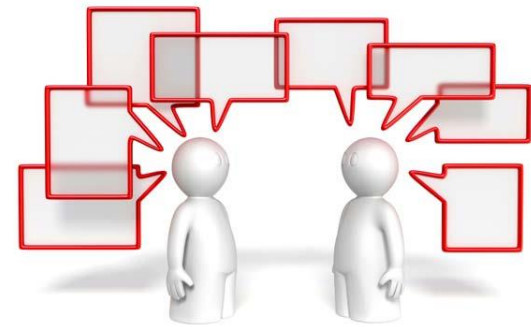
All three factors (fear of change, persistent deep structures and the pressure to deliver short term results) combine to inhibit change and promote strategic drift.

The organisation does not change fast enough or in the ways that will ensure that it remains aligned with its external environment.

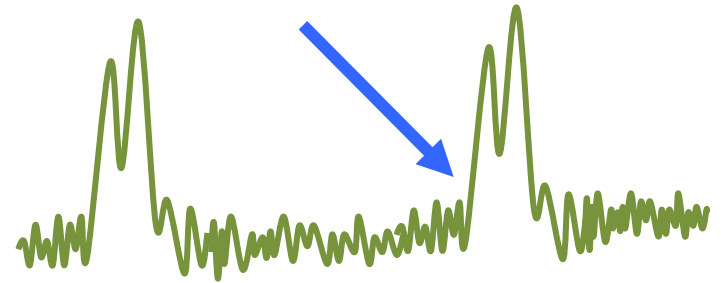
The trigger for discontinuous change

Eventually this misalignment with the external environment reaches a point where major change (radical transformation) is precipitated.

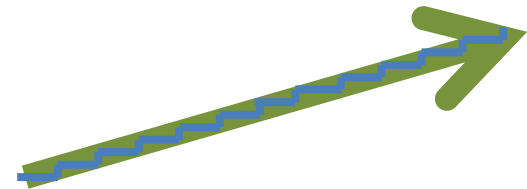




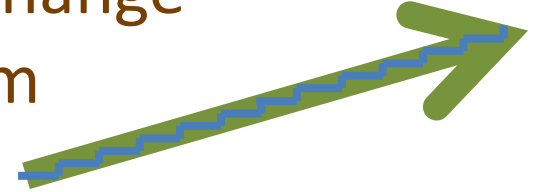
Can managers break out of this pattern of punctuated equilibrium and avoid the need to react quickly to radically transform their business?



They can, but only by making their organisations continuously adaptive over the longer term.



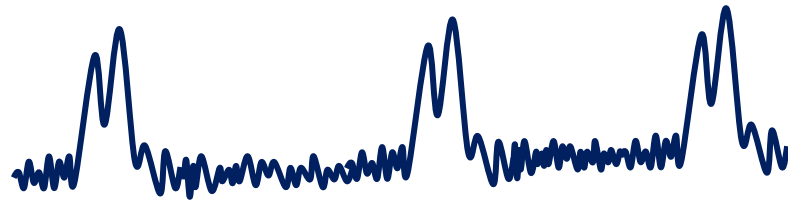
continuously adaptive organisations
experience the kind of continuous change
described by the gradualist paradigm
(emergent change)



This requires organisations to engage in repeated patterns of:

- **Improvisation** that leads to a continuous modification of existing work practices
- **Translation** that involves the editing and imitation of ideas as they travel through the organisation
- **Learning** and new insights which facilitate changes in the way the organisation responds to problems and opportunities

But the evidence suggests that most organisations, if they survive long enough, will experience change as a pattern of punctuated equilibrium



There are three exceptions:

the three exceptions:

1. The small minority of “learning organisations” that do manage to continuously adapt through ongoing processes of improvisation and learning
(see Brown and Eisenhardt).

the three exceptions:

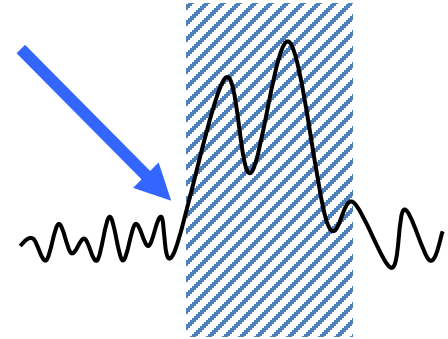
2. Companies operating in niche markets or in slow moving sectors where they have not yet encountered the kind of environmental change that requires them to transform their deep structures.

the three exceptions:

3. organisations that are able to continue functioning without transforming themselves because they have sufficient 'fat' to absorb the inefficiencies associated with misalignment.

Strategic drift

Firms cannot ignore changes in their external environment for ever. Eventually they have to adapt if they are to survive.



But some firms are slower than others to recognise the need for change or slower than others to take action. Their response is reactive rather than proactive.

Lead times and time pressures

It is more difficult to manage change when the need for change is urgent.

- There is less time for planning
- It is more difficult to involve people in the process
- There is less time to experiment and search for creative solutions

A typology of change

Combining notions of **continuous and discontinuous** change with the way an organisation responds to change (**proactive or reactive**) provides a useful typology for classifying types of change

A typology of change

Incremental
(doing things better)

Transformational/discontinuous
(doing things differently or doing different things)

Proactive
(Anticipatory)

1. Fine Tuning

3. Re-orientation

Reactive

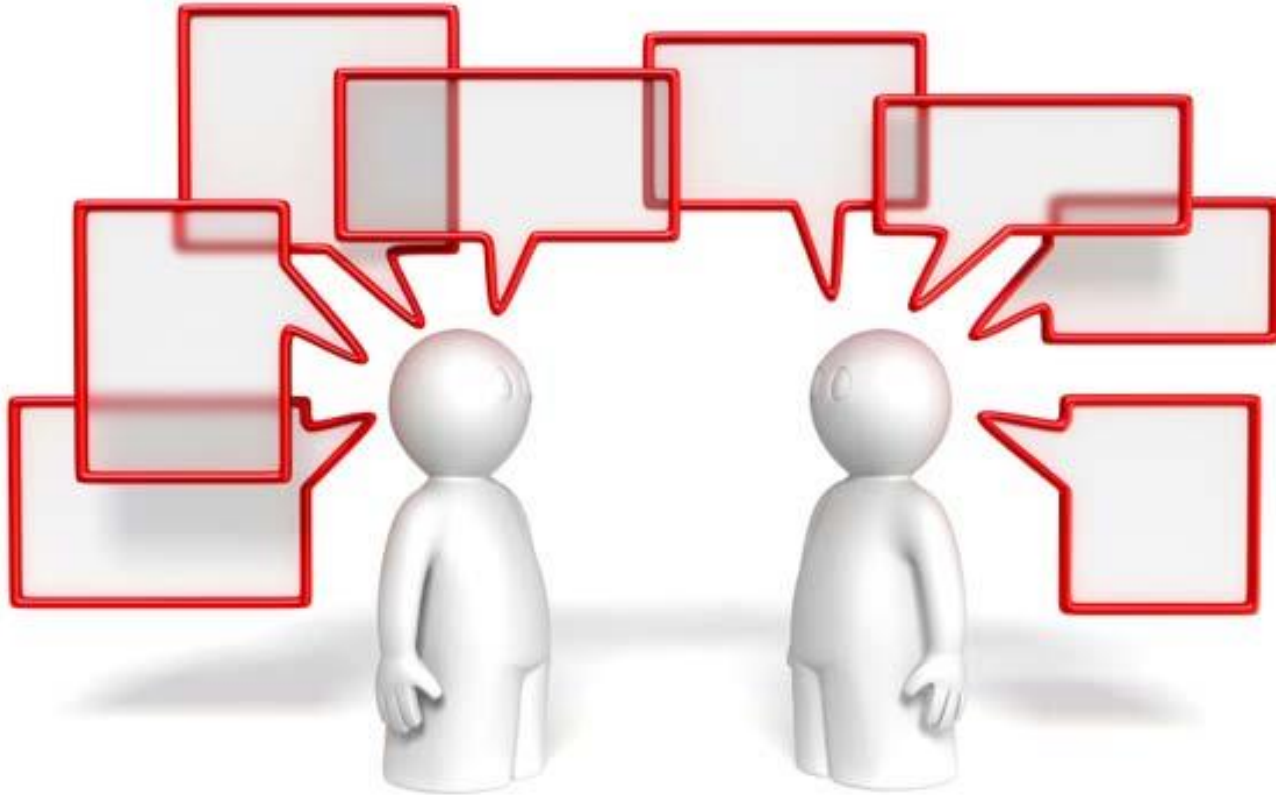
2. Adaptation

4. Re-creation

Adapted from Nadler et al 1995

Activity: Examples?

Implications for Typology?

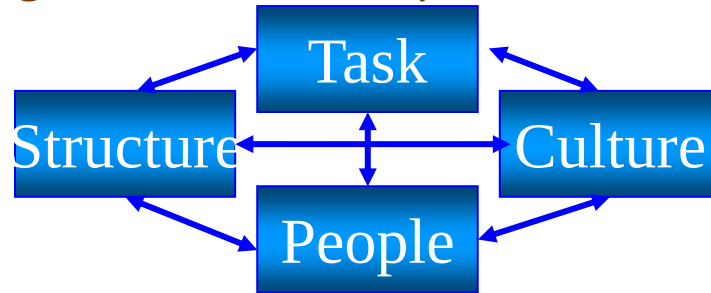


Implications
of these
different
types of
change for
change
management
practice

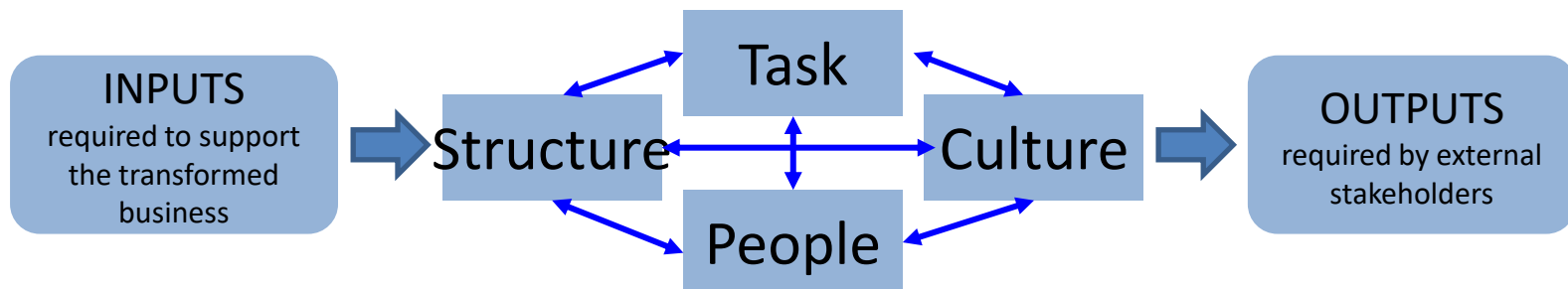
1. Focus for change effort
2. Locus for change: who will manage the process?
3. Sequence of steps in the change process
4. Role of change agent

1. Focus for change efforts

With incremental change the aim is to **improve the alignment** between existing organisational components in order to 'do things better'



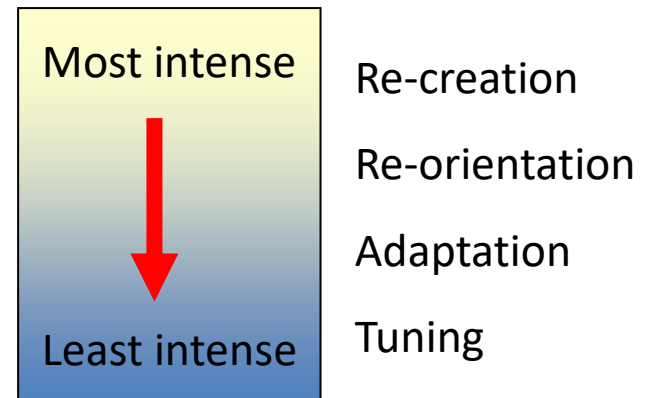
With discontinuous/transformational change the aim is to seek **a new configuration of organisational components** that are aligned to external circumstances. The outcome may be that the firm 'does things differently' or 'does different things'



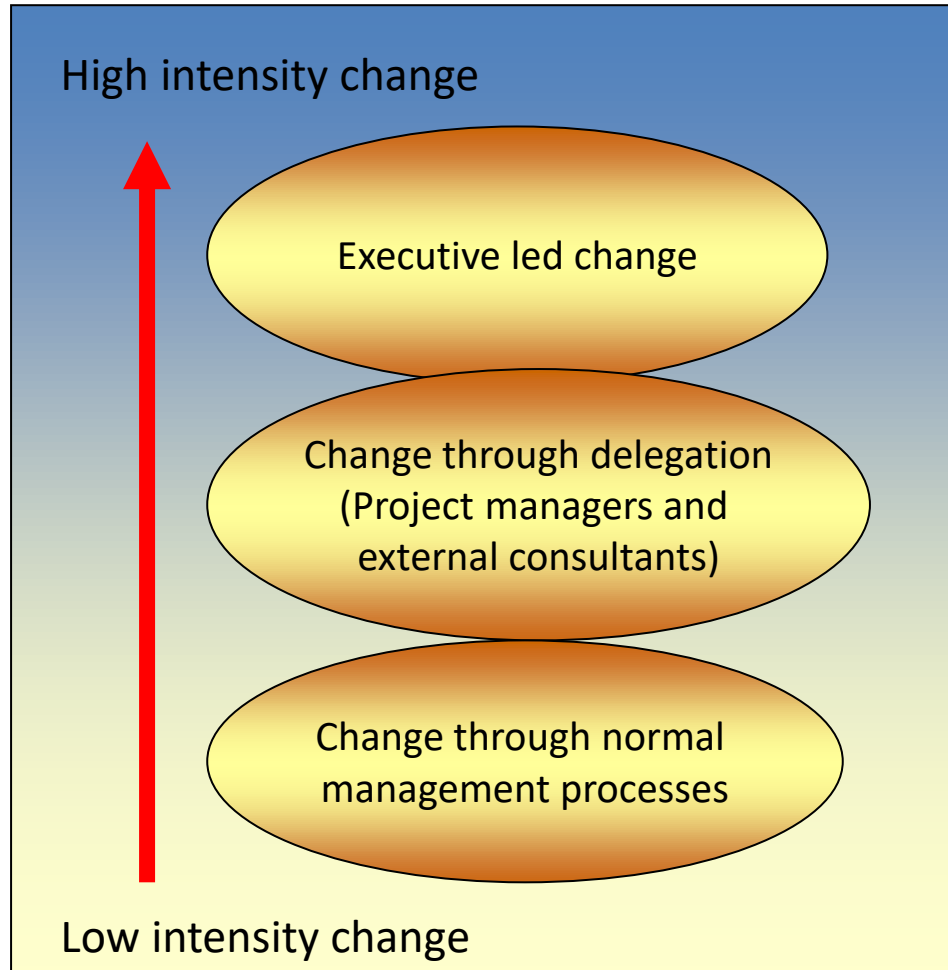
2. Locus for change

The intensity of change (indicated by the stress, dislocation and trauma associate with change) affects the point in the organisation where the leadership for change is located.

Discontinuous change is more intense than incremental change, and reactive change tends to be more intense than anticipatory change



Locus for change



Is change difficult?

- https://www.ted.com/talks/chelsea_shields_how_i_m_working_for_change_inside_my_church#t-158093





**Developments in change management:
The Emergent approach and beyond**



Emergent change

Organisations view themselves less and less stable and enduring institutions and more and more as work in progress subject to continuing and continuous change

(IBM, 2008).

Emergent Approach to Change

Common Assertions

- Based on the assumption that all organisations operate in a turbulent, dynamic and unpredictable environment
- Organisations need to continuously check their environment to identify developments and respond appropriately

Key points

- Change must be local and incremental, leading to potential transformation:
 - Change is interconnected
 - Context of change shapes and is shaped by action
 - Change is multi-causal and non linear ‘natural changes’ (Strickland, 1998)
- Change is a political-social process and not an analytical-rational one

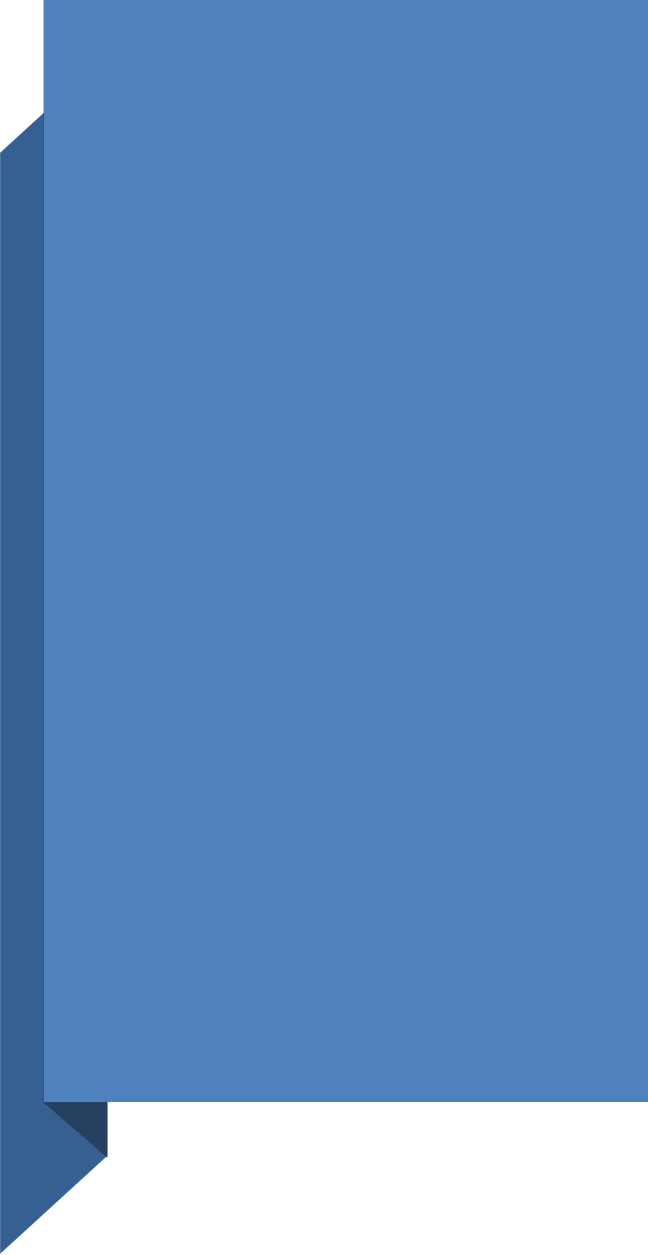
Emergent change

The art of leadership in the management field would seem to lie in the ability to **shape the process of change in the long term** rather than direct single episodes (Pettigrew and Whipp, 1991).

Emergent Approach to Change: Critical Success factors

- Structure
 - Recognising both formal and informal aspects
- Culture
 - Change anchored in organisation's culture
 - Culture change dangers
- Organisational Learning
 - Stimulating criticism, open debate, challenging convention

Continued.....

- 
- Managerial Behaviour
 - Leaders, facilitators, coaches who span hierarchical boundaries
 - Listening, counselling and understanding of resistance to change
 - Power and politics

(Burnes 2015)

7 factors

- <https://youtu.be/N16Slt7Xbxs>



Emergent Approach to Change: Critical Success factors

Role of Change Managers/agents

- Change generators:
 - Key change agents; demonstrators; patrons; defenders
- Change implementers:
 - External; external/internal; internal
- Change adopters:
 - Early adopters; maintainers; users

(Ottaway, 1983, in London, 1988)

Role of Change Managers/agents

- Planned approach:
 - logical
 - planning & analysis
 - structures & controls
 - resources
 - detailed timings
- Emergent approach:
 - stresses behaviour
 - beliefs & assumptions
 - needs commitment
 - values learning

Emergent change - checklist

- Open-ended process
- Adjusting to changing external environment
- Bottom-up
- Unpredictable
- Cannot be pre-planned
- Learning process
- No universal rules.

Emergent change

- The recurring story is one of autonomous initiatives that bubble up internally; continuous emergent change;
- steady learning from both failure and success; strategy implementation that is replaced by strategy making;
- the appearance of innovations that are unplanned, unforeseen and unexpected;
- and small actions that have surprisingly large consequences. (Weick, 2000: 225)

Emergent change

Successful change is less dependent on detailed plans and projections than on reaching an understanding of the complexity of the issues concerned and identifying the range of available options.

Pettigrew

(1997)

Power and politics

In managing these transitions practitioners need to be aware of:

- the importance of power politics within organisations as a determinant of the speed, direction and character of change;
- the enabling and constraining properties of the type and scale of change being introduced;
- and the influence of the internal and external context on the pathways and outcomes of change on new work arrangement.

(Dawson, 1994: 180–182)

Pugh's four principles for understanding change

- organisations are organisms.
- organisations are political and occupational systems as well as rational allocators of resources
- All members of an organisation operate simultaneously in all three
- Change is most effective in those people or departments who are successful in their tasks

(Pugh, 1993: 109–110)

The role of managers

- Decision-making
 - Coalition-building
 - Achieving action
 - Maintaining momentum and effort
-
- (Carnall, 2015)

The role of managers

- **Decision-making:** this includes intuition and vision, the ability to gather and utilise information, understanding the practical and political consequences of decisions, the ability to overcome resistance, the skill to understand and synthesise conflicting views and to be able to empathise with different groups.
- **Coalition-building:** this comprises the skills necessary to gain the support and resources necessary to implement decisions. These include checking the feasibility of ideas, gaining supporters, bargaining with other stakeholders and presenting new ideas and concepts in a way that wins support.
- **Achieving action:** this includes handling opposition, motivating people, providing support and building self-esteem.
- **Maintaining momentum and effort:** this involves team-building, generating ownership, sharing information and problems, providing feedback, trusting people and energising staff.

(Carnall, 2015)

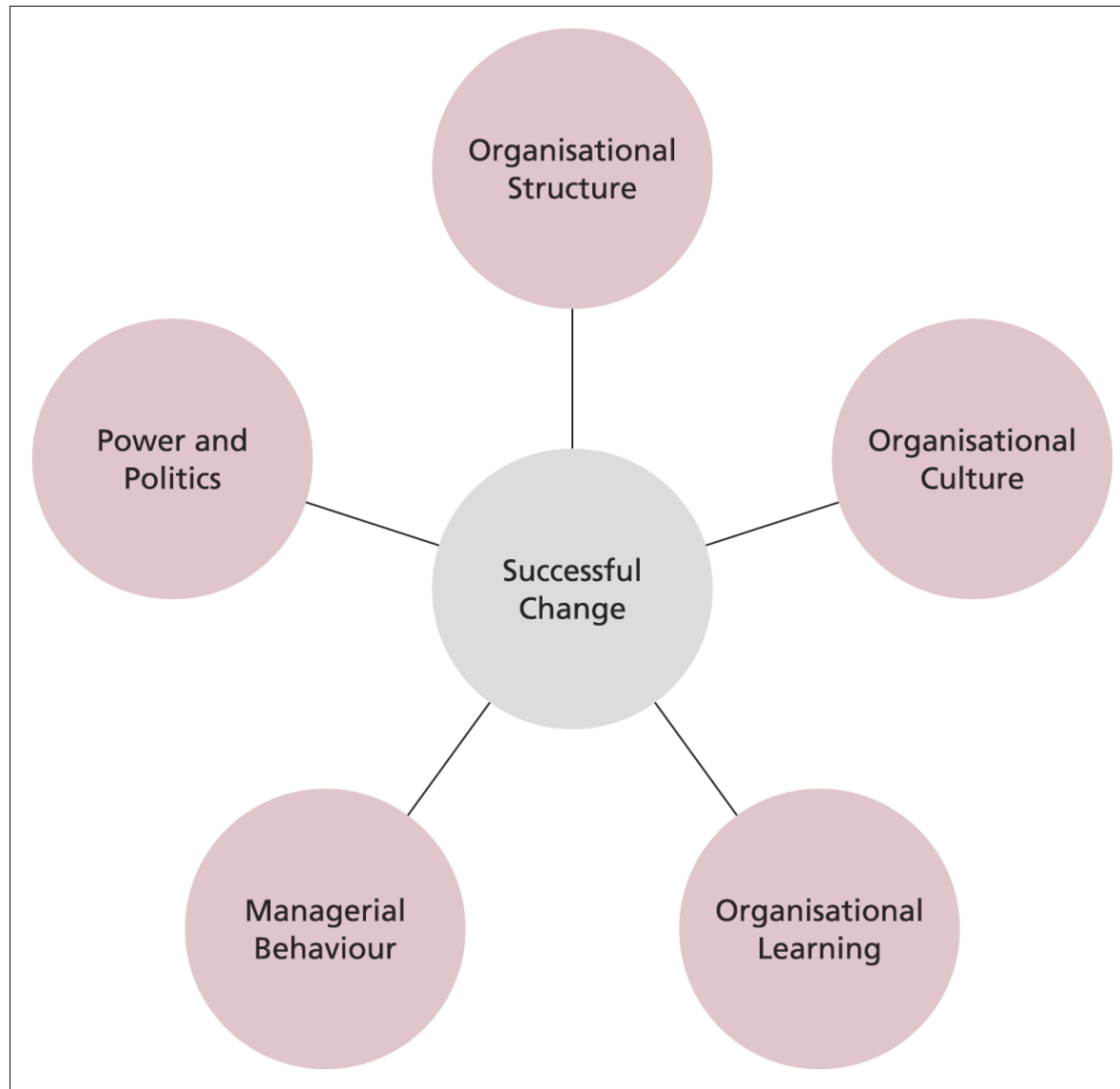


Figure 9.2 The determinants of successful change

Managing the political dynamics of change

Step 1 Ensure or develop the support of key power groups.

Step 2 Use leader behaviour to generate support for the proposed change.

Step 3 Use symbols and language to encourage and show support for the change.

Step 4 Build in stability by using power to ensure that some things remain the same.

Source: Senior (2002).

Political skills and the management of change

Resources	Process	Form
Formal authority	Negotiation	Politics of:
Control of resources	Influencing	Budgets
Control of information	Mobilising support	Careers
Control of agenda	Mobilising bias	Succession
Control of access symbols	Use of emotion	Information
	Ceremony and rituals	Organisational structures
	Professional 'mystery'	Appraisal

Source: Carnall (2003: 133).

Managing the political dynamics of change

- **Step 1:** Ensure or develop the support of key power groups.
- **Step 2:** Use leader behaviour to generate support for the proposed change.
- **Step 3:** Use symbols and language to encourage and show support for the change.
- **Step 4:** Build in stability by using power to ensure that some things remain the same.

Senior (2002)

Five central factors for managing change

- **Environmental assessment** – organisations, at all levels, need to develop the ability to collect and utilise information about their external and internal environments.
- **Leading change** – this requires the creation of a positive climate for change, the identification of future directions and the linking together of action by people at all levels in the organisation.
- **Linking strategic and operational change** – this is a two-way process of ensuring that intentional strategic decisions lead to operational changes and that emergent operational changes influence strategic decisions.
- **Human resources as assets and liabilities** – just as the pool of knowledge, skills and attitudes possessed by an organisation is crucial to its success, it can also be a threat to the organisation's success if the combination is inappropriate or managed poorly.
- **Coherence of purpose** – this concerns the need to ensure that the decisions and actions that flow from the above four factors complement and reinforce each other.
- Pettigrew and Whipp (1993)

Ten Commandments for executing change

1. Analyse the organisation and its need for change.
 2. Create a shared vision and a common direction.
 3. Separate from the past.
 4. Create a sense of urgency.
 5. Support a strong leader role.
 6. Line up political sponsorship.
 7. Craft an implementation plan.
 8. Develop enabling structures.
 9. Communicate, involve people and be honest.
 10. Reinforce and institutionalise change.
- (Kanter *et al*, 1992: 382–383)

Kotter



- <https://youtu.be/L-XrJaP-UHw>

Kotter's eight steps to successful change

Step 1 Establishing a sense of urgency.

Step 2 Creating a guiding coalition.

Step 3 Developing a vision and strategy.

Step 4 Communicating the change vision.

Step 5 Empowering broad-based action.

Step 6 Generating short-term wins.

Step 7 Consolidating gains and producing more change.

Step 8 Anchoring new approaches in the culture.

Kotter (1996)

Kotter (1996) – Leading Change

Why change initiatives fail

Error 1 Allowing too much complacency.

Error 2 Failing to create a sufficiently powerful guiding coalition.

Error 3 Underestimating the power of vision.

Error 4 Undercommunicating the vision by a factor of 10 (or 100 or even 1000).

Error 5 Permitting obstacles to block the new vision.

Error 6 Failing to create short-term wins.

Error 7 Declaring victory too soon.

Error 8 Neglecting to anchor changes firmly in the corporate culture.

Eight steps to successful change

Step 1 Establishing a sense of urgency.

Step 2 Creating a guiding coalition.

Step 3 Developing a vision and strategy.

Step 4 Communicating the change vision.

Step 5 Empowering broad-based action.

Step 6 Generating short-term wins.

Step 7 Consolidating gains and producing more change.

Step 8 Anchoring new approaches in the culture.

Source: Kotter (1996).

The Emergent approach Summary



Change is a continuous process



It involves experimentation, adaptation and risk taking



Incremental change leads to wholesale change



Managers must foster a climate of learning and experimentation



Managers must create a collective vision for the organisation



The key organisational processes are:

Information-gathering
Communication
Learning.

Key points: Emergent change Change is seen....

- As a continuous process of experimentation and adaptation
- As unfolding in an iterative and messy fashion, multi-level and cross-organisational
- As a socio-political process not an analytical-rational one
- With the keys to change lying in patterns of relationship, belief systems and interaction, and the processes of sense and meaning making
- Managers' role to create and foster a helpful organisational climate in which productive change can emerge

The Emergent approach

Criticisms:

- 'One best way'
- Assumes all organisations are the same
- Overfocused on power and politics
- Culture is treated as malleable
- Ignores managerial resistance
- Ignores choice.

Emergent Approach to Change Criticisms

- Not all organisations are operating in a constantly changing environment
- Dismisses idea of stages, but still talks in terms of transition:
‘Scratch any account of creating and managing change and the idea that change is a three-stage process which necessarily begins with a process of unfreezing will not be far below the surface.’
(Hendry, 1996, in Coram and Burnes, 2001)
- Too much emphasis on politics and culture?

and...

- Its messiness can offend the organisational sense of order (redundancies of effort, inefficiencies)
- It requires a letting go of beliefs of managerial omnipotence, agency and control
- Its iterative nature does not fit well with linear stories of progress
- It is by definition unpredictable in its effects
- It upsets existing and established relationship patterns (power bases)

Planned and Emergent change

- Even taken together, neither the Planned nor Emergent approach cover the broad spectrum of change events organisations encounter.
- Though both Planned and Emergent change have important theoretical and practical benefits, their dominance of the change literature appears to have led to a neglect of other approaches to change.

Summary and Conclusions

Planned:

- Aimed at improving group effectiveness
- Tends to have a top-down orientation
- Most suitable for stable environments

Emergent:

- Focuses on organisational transformation through continuous change
- Most suited to turbulent environments

Critical reflection

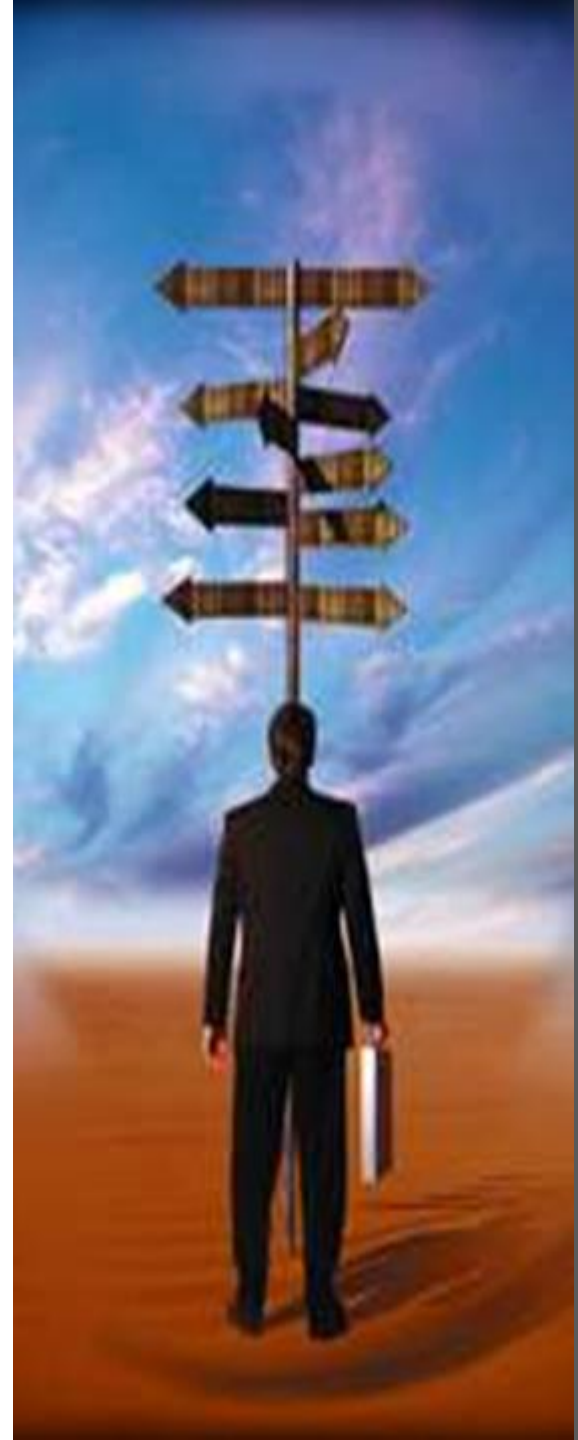
Discuss the following statement:

‘With the continuing and dynamic nature of change in today’s business world, it no longer makes sense to implement a planned process of “refreezing” changed behaviours’

(Dawson, 1994: 3).

Today's objectives

- Examine the role and impact of politics and power in organisations
- Evaluate Planned and Emergent Change
- Examine patterns of change



Reminder

Advice on the
assignment case
selection

