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Change & Stability Management



Last week

- Module introduction
- Personal introductions
- Key concepts
- Assignment explained
- Presentation on 13 November
- Case study needed – any more thoughts?

Task: Brexit

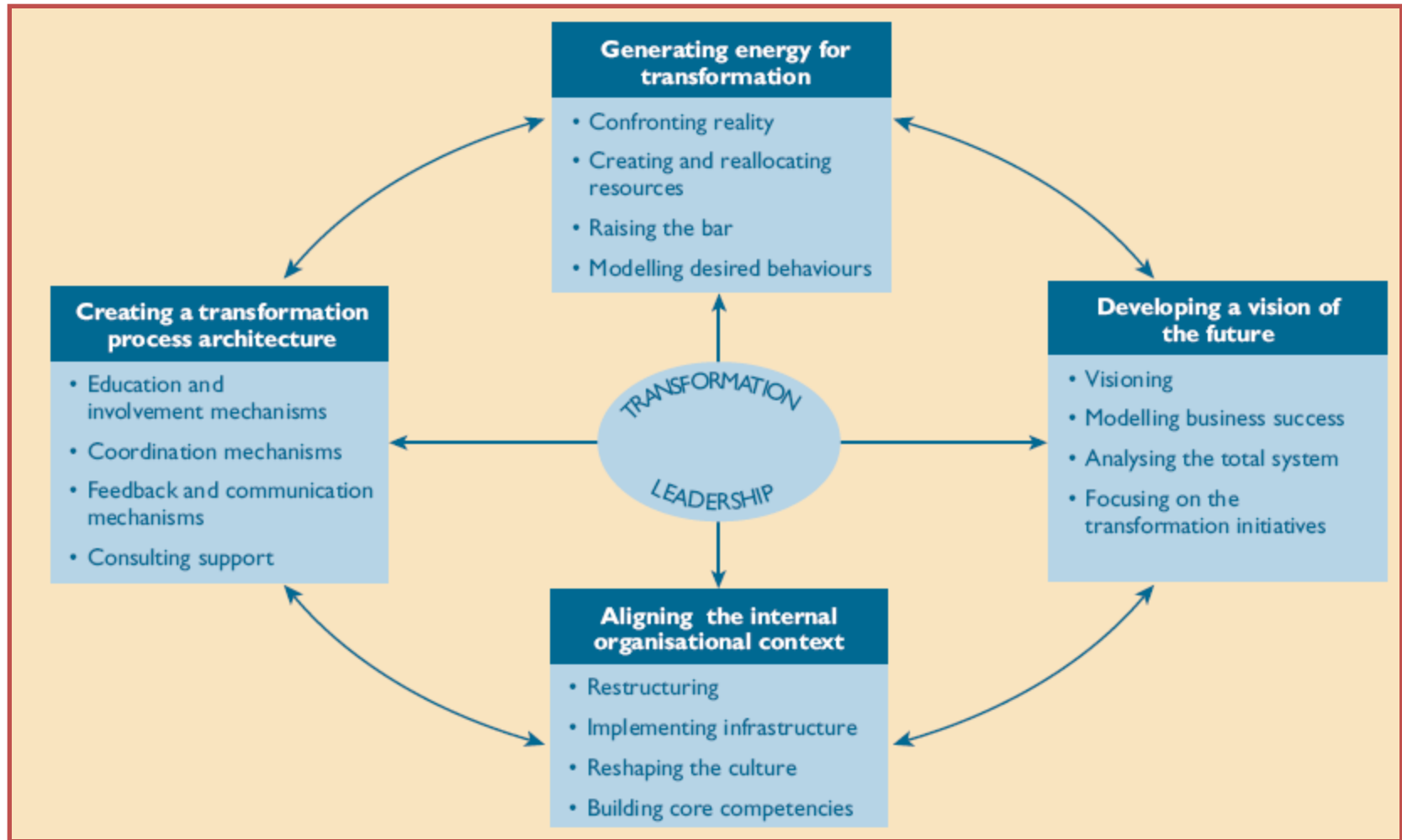
What could change?

How would we/organisations be affected?

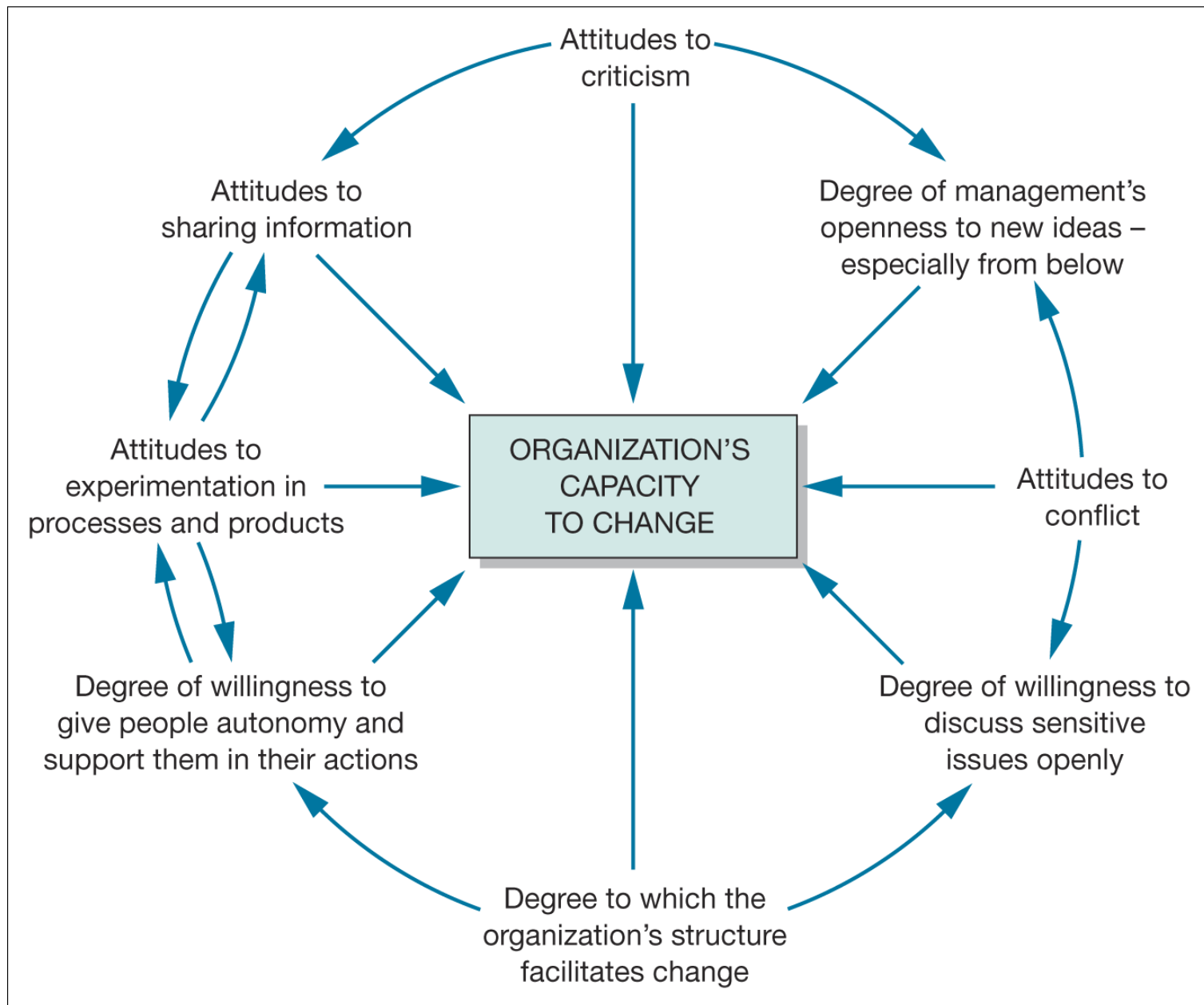


- Change in the news this week?

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/mendenhall



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

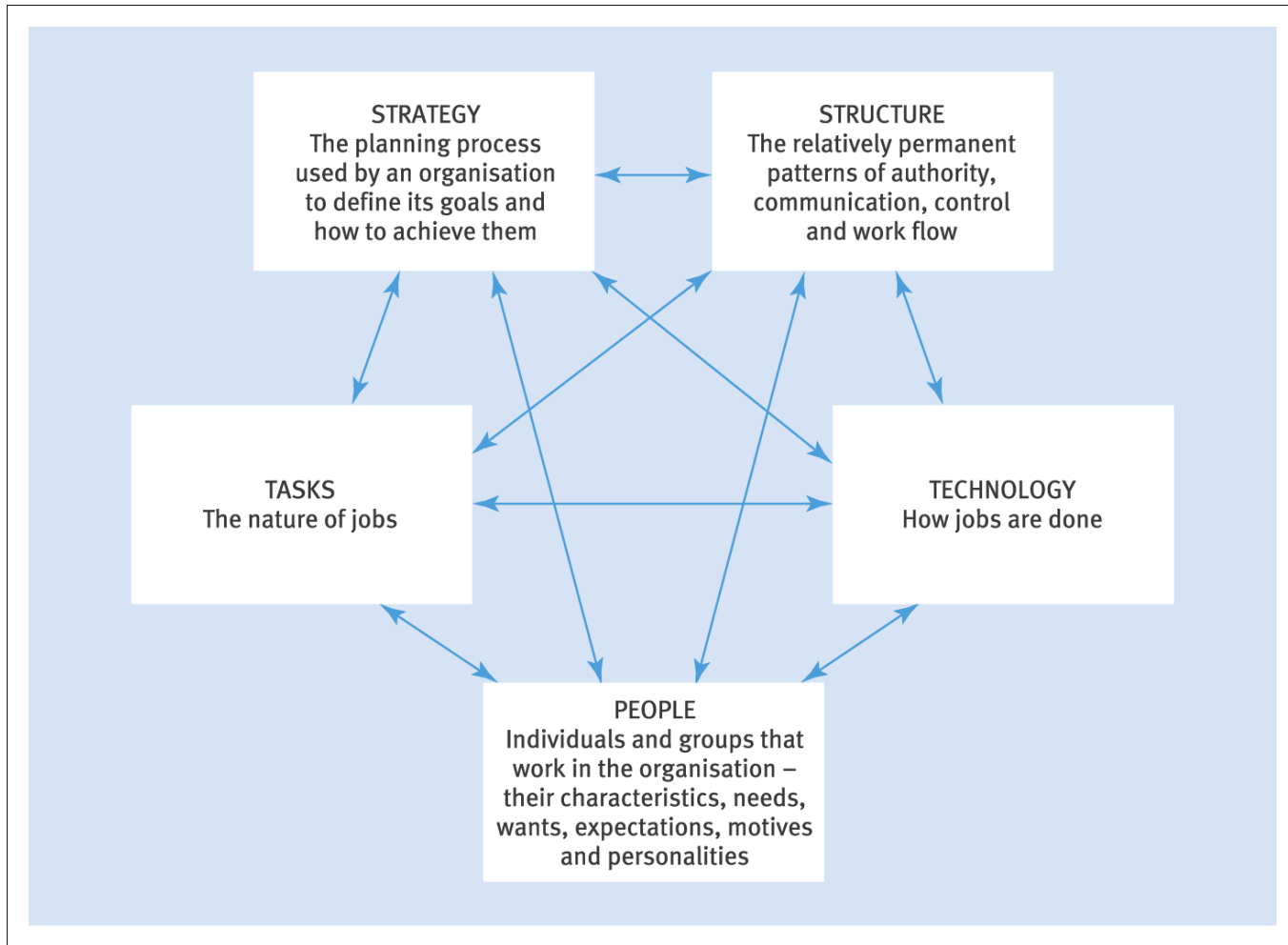


Figure 21.5 The systems model of change

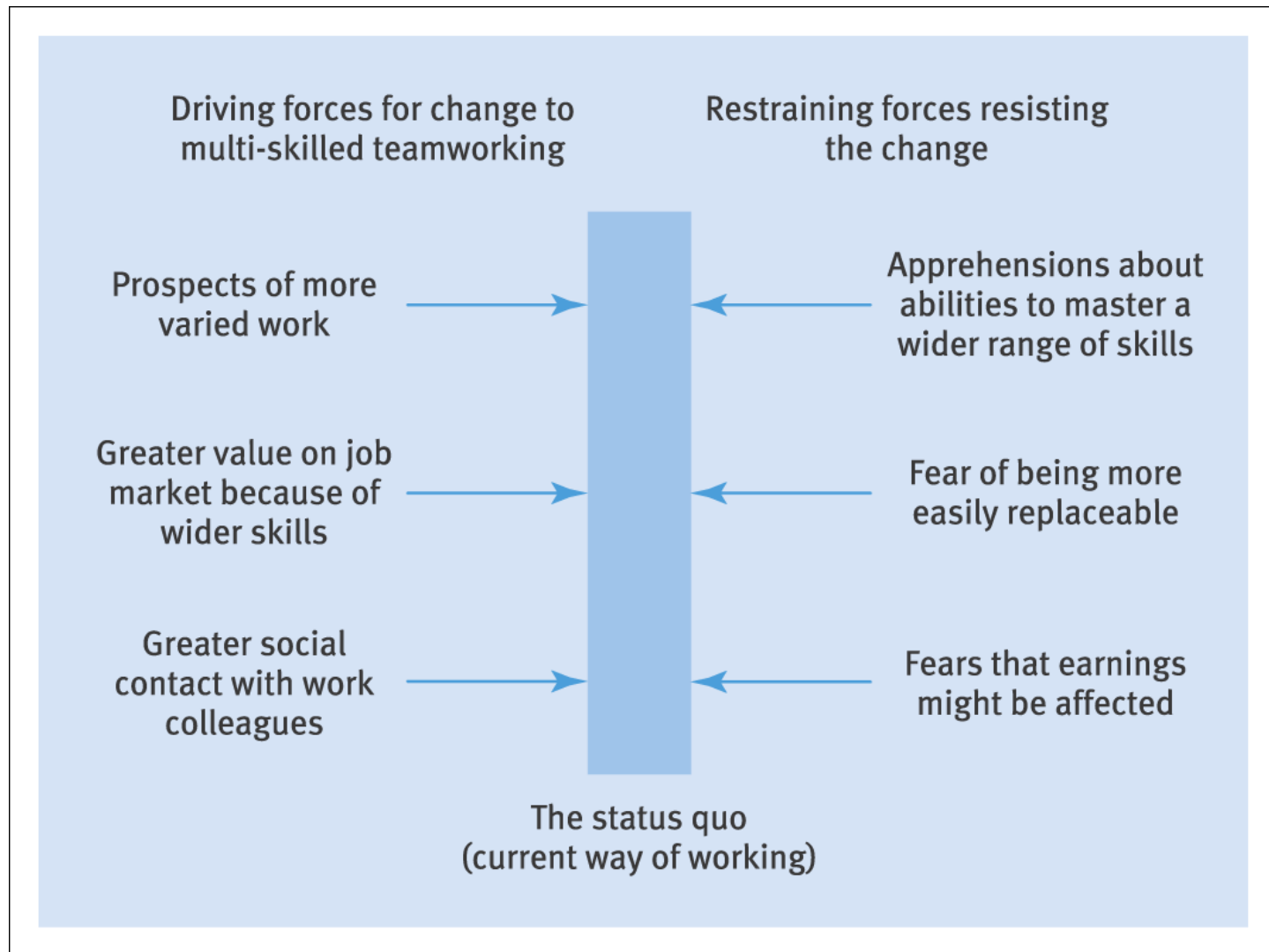


Figure 21.6 An example of Lewin's force field analysis

Lewin's (three stage) Change Process

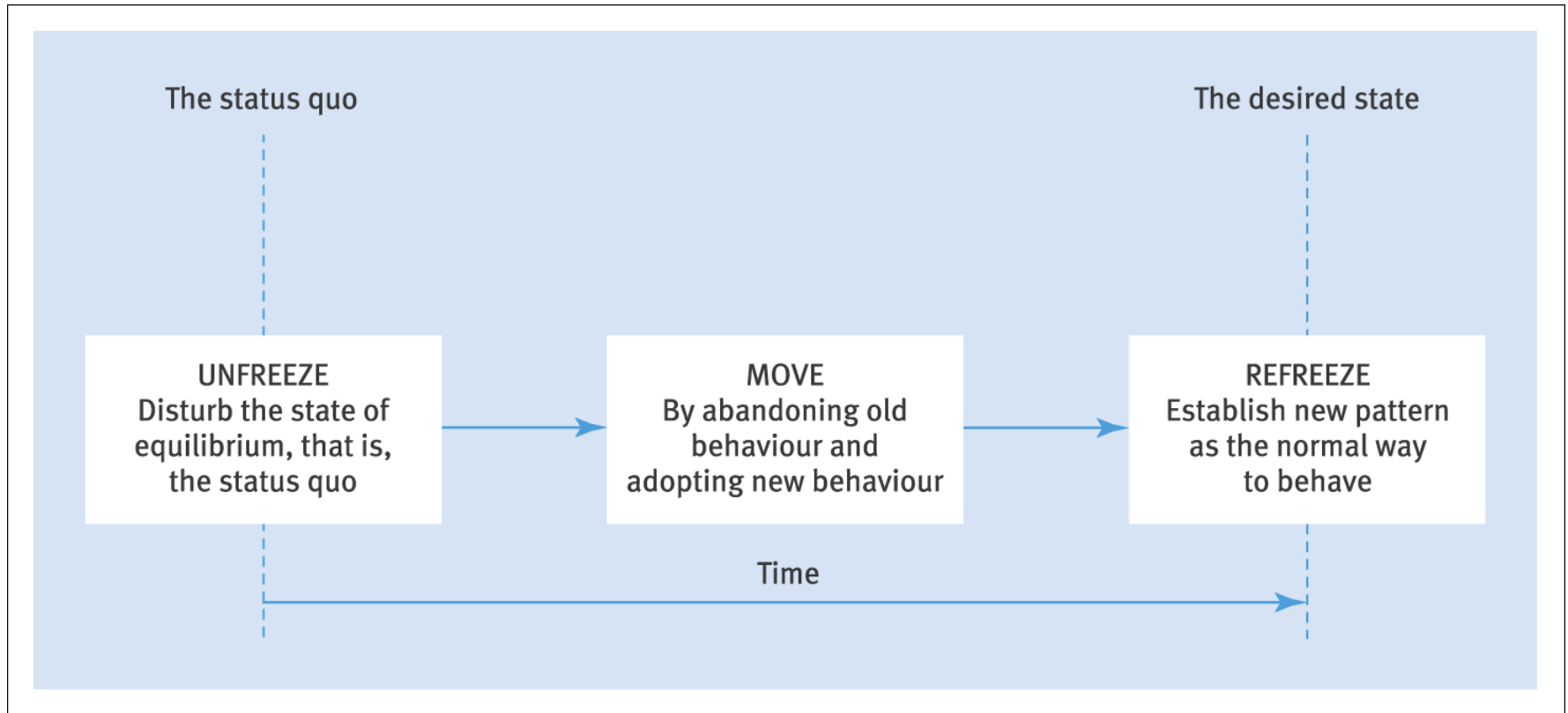


Figure 21.7 Lewin's three-step change process

Stages in a planned-change effort

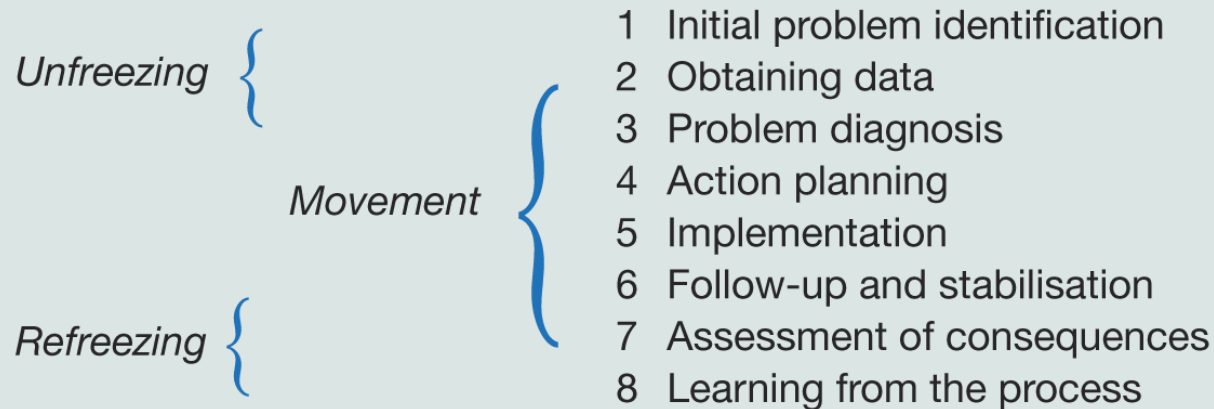


Figure 19.3 Stages in a planned-change effort

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>



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

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 induce 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)

People: the key factor



'Given that change has become such a factor of business life, it is worrying that so many change management programmes fail to fulfil their potential.'

The consensus among the experts is that it is often the people factor that derails the effort. Put simply, organisations know where they want to go – but they are not taking their people with them.'

Lucas

Change leaders



Effective leadership of change may include the following key factors:

- Effective communication of the reasons for change
- Releasing the potential of all involved in the change
- Setting a good personal example
- Self-pacing to avoid unnecessary stress

Hooper and Potter

Overview

[Recap]

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

<http://youtu.be/tzIKoYLzdFo>

What is change?

1469-1527



"There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things."

Niccolo Machiavelli

Organisations



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The world's local bank

No organisation can depend on genius; the supply is always scarce and unreliable.

It is the test of an organisation to make ordinary human beings perform better than they seem capable of, to bring out whatever strength there is in its members, and to use each one's strength to help all the others perform.

The purpose of an organisation is to enable common people to do uncommon things.

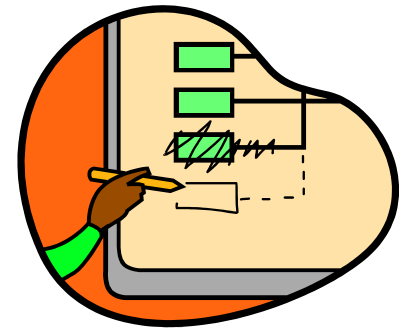
(Peter Drucker)



Definition

- 'the coordination of a structured period of transition from situation A to situation B in order to achieve lasting change within an organisation'.

(BNET Business Dictionary)



Organisational Change

- Impacts on the way that work is performed and has significant effects on staff, viz.:
 - the structure of an organisation
 - operations and size of a workforce
 - to working hours or practices
 - in the way roles are carried out
 - to the scope of a role that results in a change to the working situation, structure, terms and conditions or environment.

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

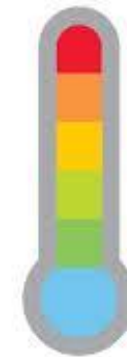
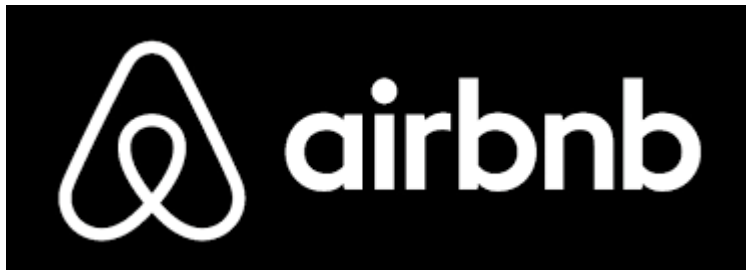
Assignment Case



U B E R



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**Dewis
doeth
Choose
well**

The sharing economy



Assignment briefing

- Individual work - 2 parts:
 - presentation
 - written assignment
- Using an organisation critically appraise the process adopted to change involving any aspect of the organisation's development.

Assignment

- Consider the reasons for change and how the need for change was detected.
- Discuss how the process of change was planned and implemented (or what recommendations you would make for planning and implementation) and evaluate its effectiveness.
- Consider how you would identify and deal with resistance factors to the change.
- Clarify how you would know when the planned change has been completed and how you might assess its effectiveness.

Assignment

- Recommendations for improvement of the change process.
- Analysis and evaluation should make reference to theoretical models, ideas and concepts, focusing on organisational development, the socio-psychology of resistance to change and sustaining organisational effectiveness.