

MANAGEMENT OF CHANGE – A New Perspective

Abstract

Change management is a planned loom for the transitioning of individuals, groups, and organizations from an existing state to a required future state. Change management (or change control) is the definitive process of initiation of the change of a system which is implemented in a controlled structure by adopting a pre-defined framework with, to a large extent, appending required modifications. This research believes and asserts that that, managing a change process is as vital as the change itself.

Change management is as essential to success for the individual leader as it is to the organization. Change management, first needs to be examined from an individualistic point of view and then from an organizational outlook. An individual needs to carefully ascertain all the allied and converging points that are involved in the change management process itself to eventually navigate dramatic change in the applicable personnel lives. On the other hand, on the organizational platform, an adaptive leader needs to ascertain the importance of change management as a process whilst also being proactive in change implementation by concentrating on developing a stress-free work environment. One has to strike a profound balance between having people feel the demanded need to change and having them feel overwhelmed by the said change. It is apt to quote here that, leadership is like riding on a sharp edge.

This paper embarks to evaluate the key steps taken by an adaptive leader encompassing the entire change management process. This is to ensure that all steps taken (by the adaptive leader) are analyzed and has the result been “effective implementation of organizational change” in a process that had a profound positive impact on the organization’s line and staff functions.

Introduction and definition

"Change is the only constant."
– Heraclitus, Greek philosopher

Change management is a term used to refer to the introduction of new processes in an organisation, or the management of people who are experiencing change. interest is in how **people** manage change, within an organisation, and also in personal life. A useful definition found that answers 'what is change management?' is

'the coordination of a structured period of transition from situation A to situation B in order to achieve lasting change within an organization'. (BNET Business Dictionary)

Definitions always sound a bit formal but this one works because it's not complicated, and it tells that change is a planned process that occurs within a specific time period. Transition describes the process that occurs within each of us when change happens. Anticipating the process of transition and any resistance that may occur along the way is key to change management.

How do you increase organizational effectiveness and the productivity of your workforce?

To increase organizational effectiveness, winning companies create sustainable competitive advantage by aligning their talent and business strategies.

Mergers or acquisitions, restructurings or shifts in business strategy are examples of fundamental organizational change that create strong demand for processes and systems to bring focus and restore the organization’s capability to function effectively.

Our organizational effectiveness capability brings value to our clients’ organizations by facilitating the integration and alignment of the business strategy with a workable talent management strategy.

At the heart of Right Management's organizational effectiveness capabilities, is our holistic approach to helping companies build and align the capabilities, processes, attitudes, and talent needed to more effectively implement its chosen strategy.

Organizational Effectiveness Solutions

- **Strategy Implementation**
Right Management's Strategy Implementation consulting services improve an organization's ability to successfully execute strategy. This is achieved by focusing on structure, people systems and processes, and to deliver great customer experiences.
- **Strategic Workforce Alignment**
Strategic Workforce Alignment is a unique interactive process for executives to quickly assess and prioritize various workforce strategies, employee needs and investments. Based on proven Six-Sigma methodologies, individuals use a specially designed diagnostic process called RightNavigator™ to prioritize (based on importance and satisfaction) a comprehensive set of organizational workforce strategies.
- **Change Management**
Right Management's Change Management offerings are designed to support change at all levels of the organization. Our change management programs assist executives to drive organizational change, empower managers to lead through change, and enable employees to navigate and respond to change appropriately.

Management of change

Organisations change over time in a variety of ways. There are a number of ways in which they might change:

- 1. From small companies to larger companies** - for example, they may grow from being sole trader enterprises to partnerships and then to companies. There are two types of companies: Private companies have access to less capital because their shares are not traded on the Stock Exchange. Public companies like Cadbury Schweppes and Vodafone are substantially larger because they can raise much larger amounts of capital on the Stock Exchange.
 - 2. By a growth process** - they can either grow organically by ploughing back profits and owners capital into the business. Alternatively they can borrow external finance, or grow by taking over and merging with other companies.
- Other ways in which organisations change are by:

- Altering their culture, i.e. changing the typical patterns and behaviours within the organisation e.g. moving from a top-down organisation to a more democratic form.
- Becoming more customer or marketing focused as opposed to production oriented. Most organisations today are developing this customer focus.
- Altering the scope of their activities e.g. by taking on new activities or by operating in new geographical areas. For example, most large companies today have become global enterprises and they have often reduced the number of brands and products they offer in order to concentrate on powerbrands in global markets.

SLEPT analysis

Organisations typically change in response to the external environment, as well as through the development of competitive strengths within the organisation. External environmental factors include:

- **Social factors** - e.g. changes in demography and consumer buying patterns.
- **Legal factors** - legal pressures that force organisations to change to comply with laws, e.g. by responding to environmental legislation.
- **Economic factors** - relate to booms and slumps in general economic activity, changes in interest rates, inflation rates etc.
- **Political factors** relate to wider political changes - for example, a government taking a particular line on privatisation/the role of the state in society.

- Technological factors relate to new developments in technology - e.g. the development of new web based selling methods by companies.

On top of the above **SLEPT** factors a major influence on the organisation is what the competition is doing. A **SLEPT** analysis is an analysis of key changes in an organisation's environment. It is sometimes referred to as scanning the environment.

The management of change is a key aspect of the way in which an organisation responds to change in an appropriate way. The emphasis should be on managing the change rather than reacting to change.

Kurt Lewin identifies three stages involved in managing change.

After identifying the direction of change and how it is to be achieved, you must:

1. Unfreeze the existing way of doing things in the organisation.
2. Change the organisation in the desired direction, and
3. Refreeze the new ways of doing things in the organisation, so that the organisation is now operating in the desired way.

The process of unfreezing, changing and refreezing operates at three levels.

1. It involves changing people and their behaviours.
2. It involves changing organisational structures.
3. It involves changing processes within the organisation.

Good communication is an important part of the process of changing the organisation. This involves communicating the direction of change, the objectives, how the change will be carried out and who will be involved.

A story of eagle

Eagle has a longest life span of its species. it can live up to 70 years. But to reach this age the eagle must make hard decision. In its 40th year its long and flexible talons can no longer grab prey, which serves as food. Its long and sharp beak bends ,the feathers become old, thick and heavy. The thick and heavy feathers stick to its chest and makes its difficult to fly.

Then , **the eagle is left with two options die or through a painful process of change.**The change process requires the eagle to fly a mountain top and sit on its nest. Then, the eagle knocks its beak against a rock until it plucks it out. Then, the eagle will wait for a new beak to grow until it plucks out the talons.

When the new talons grow back the eagle starts plucking its heavy and thick feathers.

And after this.....

The eagle takes its famous flight of re-birth and lives for another 30 years .

Why is this change needed?

‘The answer is to survive and live.’

We too have to start the change process. Unlike the eagle we also have to pluck our unpleasant memories, negative habits and fixed mind set.

Only fled from the past burden,can we take advantage of the present.

In order to take a new journey ahead in future, let go your negative old limiting beliefs.

Open up your fixed mindset and let yourself fly again like eagle....

John P Kotter's 'eight steps to successful change'

American John P Kotter (b 1947) is a Harvard Business School professor and leading thinker and author on organizational change management. Kotter's highly regarded books 'Leading Change' (1995) and the follow-up 'The Heart Of Change' (2002) describe a helpful model for understanding and managing change. Each stage acknowledges a key principle identified by Kotter relating to people's response and approach to change, in which people **see**, **feel** and then **change**.

Kotter's eight step change model can be summarised as

1. **Increase urgency** - inspire people to move, make objectives real and relevant.
2. **Build the guiding team** - get the right people in place with the right emotional commitment, and the right mix of skills and levels.
3. **Get the vision right** - get the team to establish a simple vision and strategy, focus on emotional and creative aspects necessary to drive service and efficiency.
4. **Communicate for buy-in** - Involve as many people as possible, communicate the essentials, simply, and to appeal and respond to people's needs. De-clutter communications - make technology work for you rather than against.
5. **Empower action** - Remove obstacles, enable constructive feedback and lots of support from leaders - reward and recognise progress and achievements.
6. **Create short-term wins** - Set aims that are easy to achieve - in bite-size chunks. Manageable numbers of initiatives. Finish current stages before starting new ones.
7. **Don't let up** - Foster and encourage determination and persistence - ongoing change - encourage ongoing progress reporting - highlight achieved and future milestones.
8. **Make change stick** - Reinforce the value of successful change via recruitment, promotion, new change leaders. Weave change into culture.

conclusion

"When change is happening to others, it can be interesting -- even something good to talk about. However, when change is happening to you, it can be worrisome and create uncertainty. Sometimes it can cause downright fear about your job or your future.

Most employees, when targets of change, experience these feelings and concerns. What most employees don't know is that they play a key role in the success of change. In fact, the more informed you are as an employee about the change process, the more likely you will not only survive the change, but thrive in a changing environment.

So what does it take to be a survivor in today's rapidly changing corporate environments:

1. **A solid understanding of the change process and your role in that process.**
2. **Answers to questions that you and your fellow employees have about change.**
3. **A set of tools to help you manage change and navigate to the outcome you want.**

This guide will help you answer those questions, and give you the ability to ..."

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