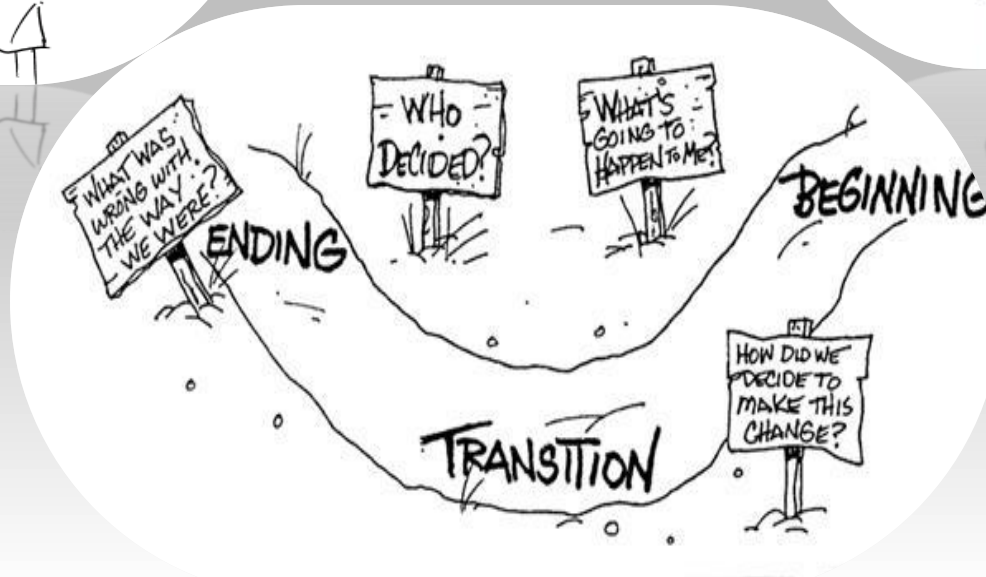


# Organizational Change



## Expectations from the Program



# Program Objectives

By the end of the program, you will be able to:

1

- ▶ Understand change and its importance to individual and the organisation

2

- ▶ Understand the need for change

3

- ▶ Understand the concept of organizational change

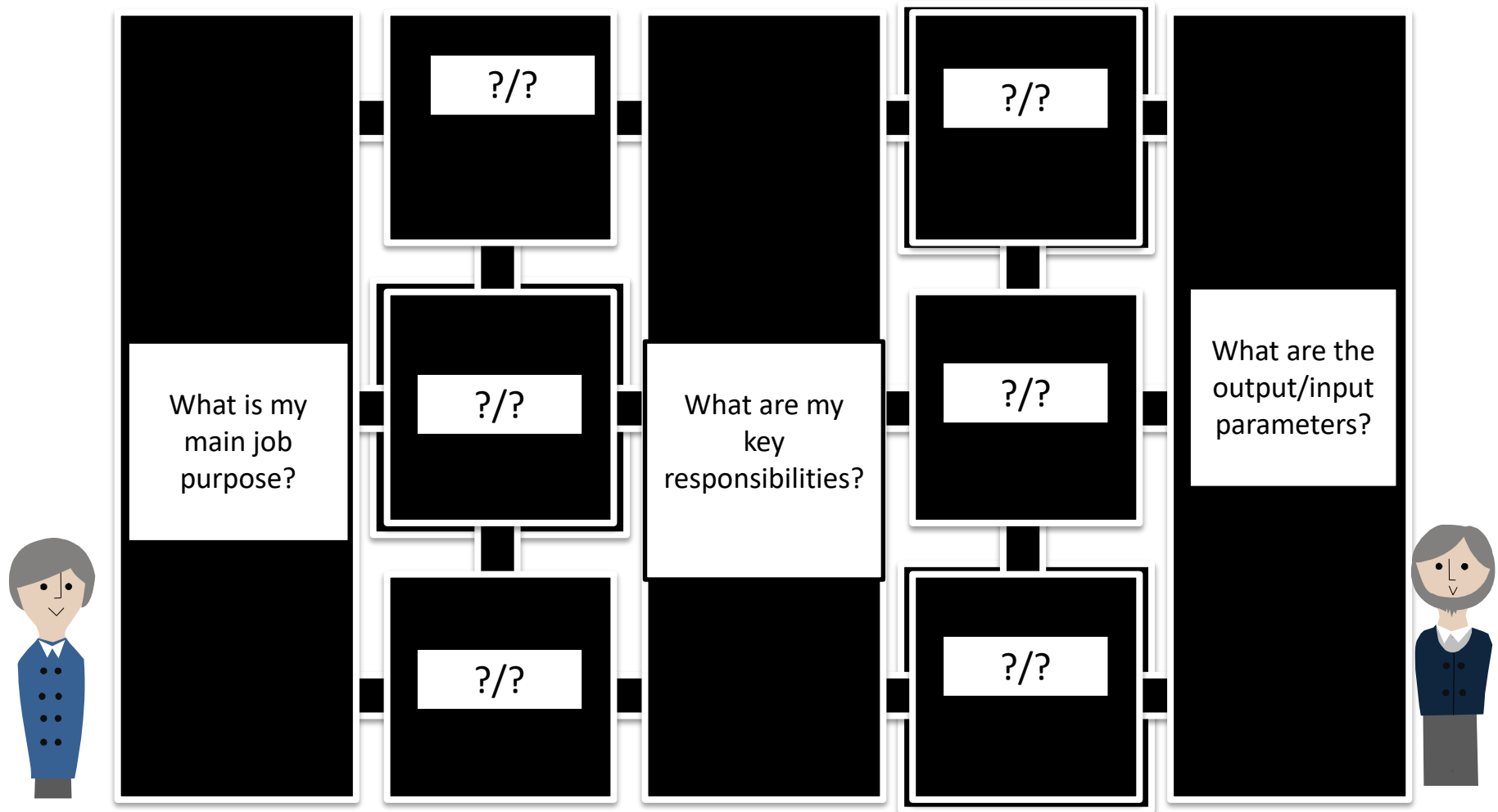
4

- ▶ Understand barriers to change  
\*Generating action plan for individual/organizational change

5

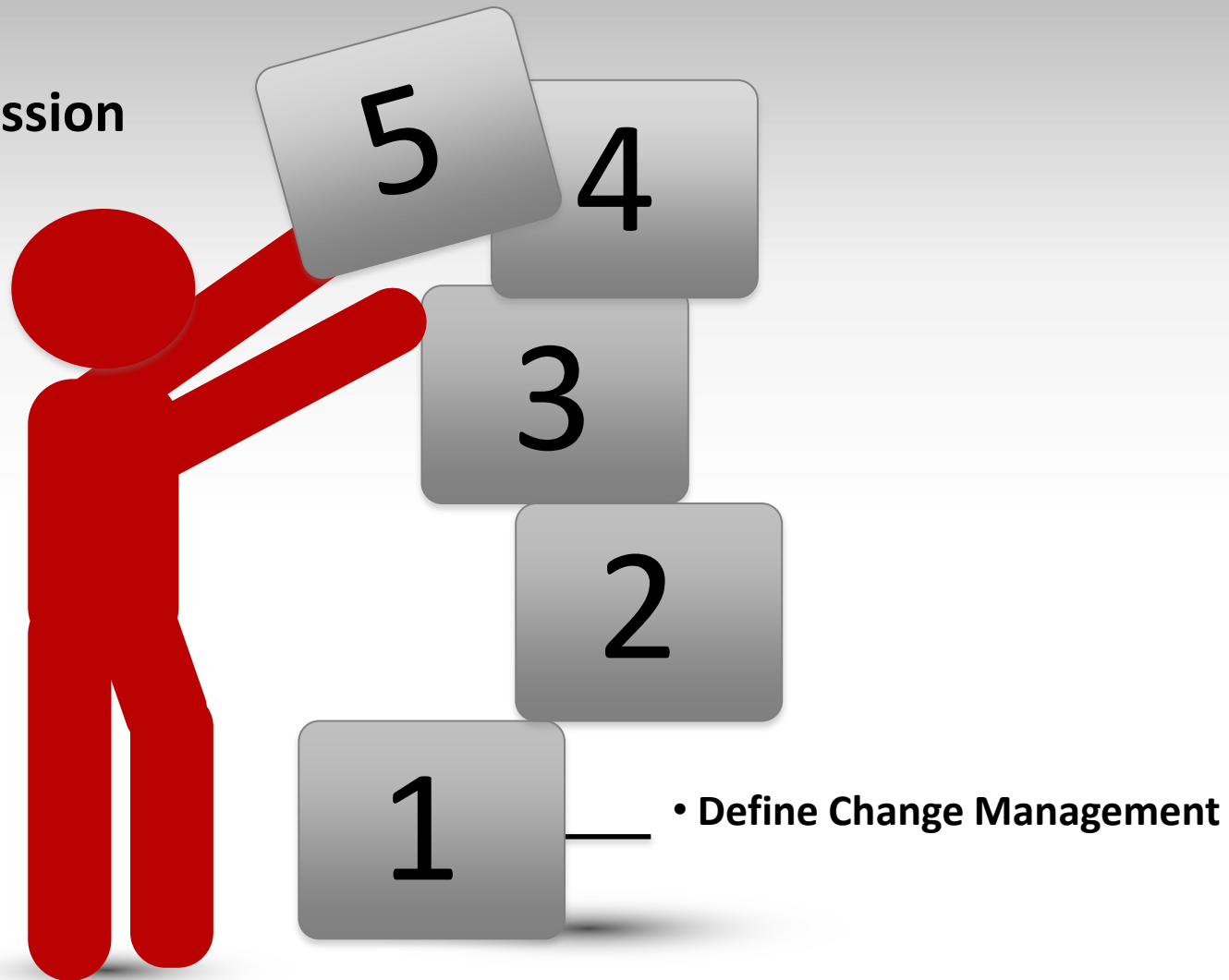
- ▶ Learn tools and techniques of change management (change management model, change cycle)

# My Roles and Responsibilities

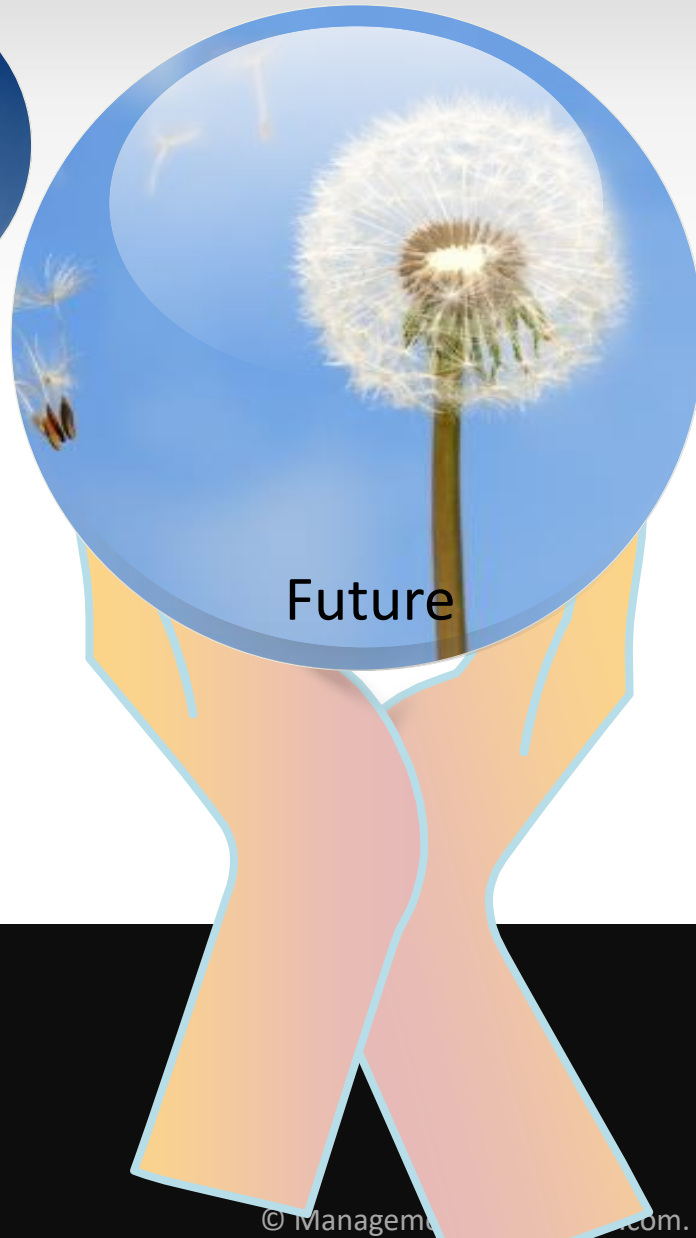




## Objective Session

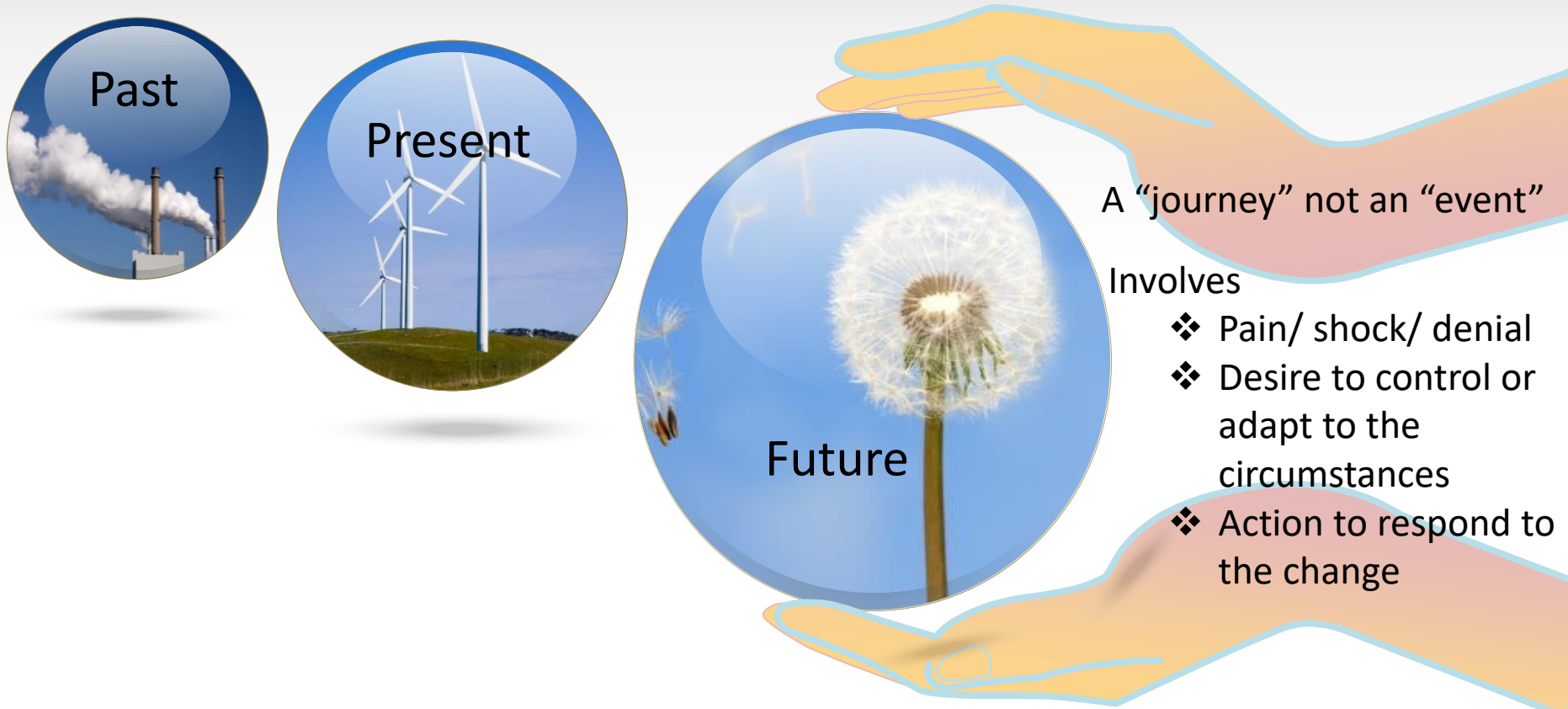


# Change and Us



- What is change ?
- What is organisational change?
- What is the importance of change in life?
- Do you have some examples/example of changes in your life/work/Institutional shifts ?
- What is your opinion about those changes, why do we need change?

# Impact of Change



❖ Can it be predicted?

❖ Can it be managed?

# How do people react to change?



- Here are some thoughts that might be expressed by someone passing through the "bad news" curve:
- Oh no!
- It can't be true!
- You cannot be serious!!!
- Can we sort this out some other way?
- That's it - after 20 years of service they want me to...
- Am I going to be part of this?
- Yes, I can live with this - it's not bad really.

# Paradigms and Change

Paradigms are **rules, concepts, assumptions** and **practices**



The earth is a living being.



The earth is flat.



The earth is a sphere

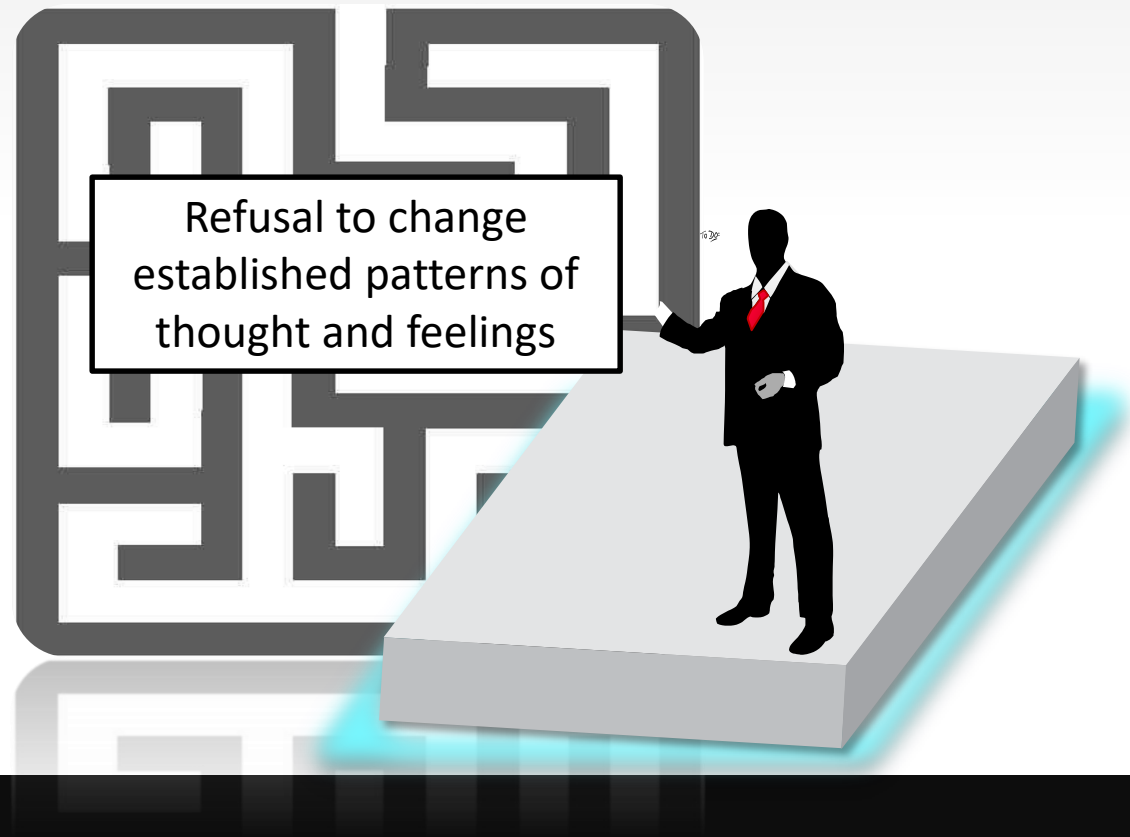


The earth is a planet.

## Mental boundaries

- Rules
- Assumptions
- Concepts
- Practices

# Paradigm Paralysis



# Paradigm Paralysis

**Different  
People:  
Different  
Perspectives**

**Self actualization**

**Change your Prospective to see beyond**



**Paradigm Flexibility**



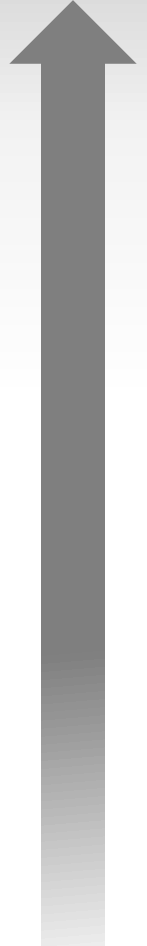
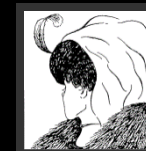
**Opt a new idea/prospective**



**The world in full of information  
and stimuli**



**What do you see**



# Paradigm Pioneers



People who:

- Imagine new possibilities
- Spot new opportunities
- Adapt old ideas and information
- Change existing practices
- Plan for the new order
- Take the necessary action



# Are You A Paradigm Pioneer?!



Answer this question:

*What is it you are not doing today,  
which – if you were to start doing –  
would change the way you work...for  
the better?*

## Objective Session



• Identify goals of Change Management

# Importance of change to individual



When leaders or managers are planning to manage change, there are five key principles that need to be kept in mind:

- ❖ Principle1- *Different People React Differently To Change*
- ❖ Principle2- *Everyone Has Fundamental Needs That Have To Be Met*
- ❖ Principle3- *Change Often Involves A Loss, And People Go Through The "Loss Curve"*
- ❖ Principle4- *Expectations Need To Be Managed Realistically*
- ❖ Principle5- *Fears Have To Be Dealt With*

# Importance of Change to the Organisation



Help Doc

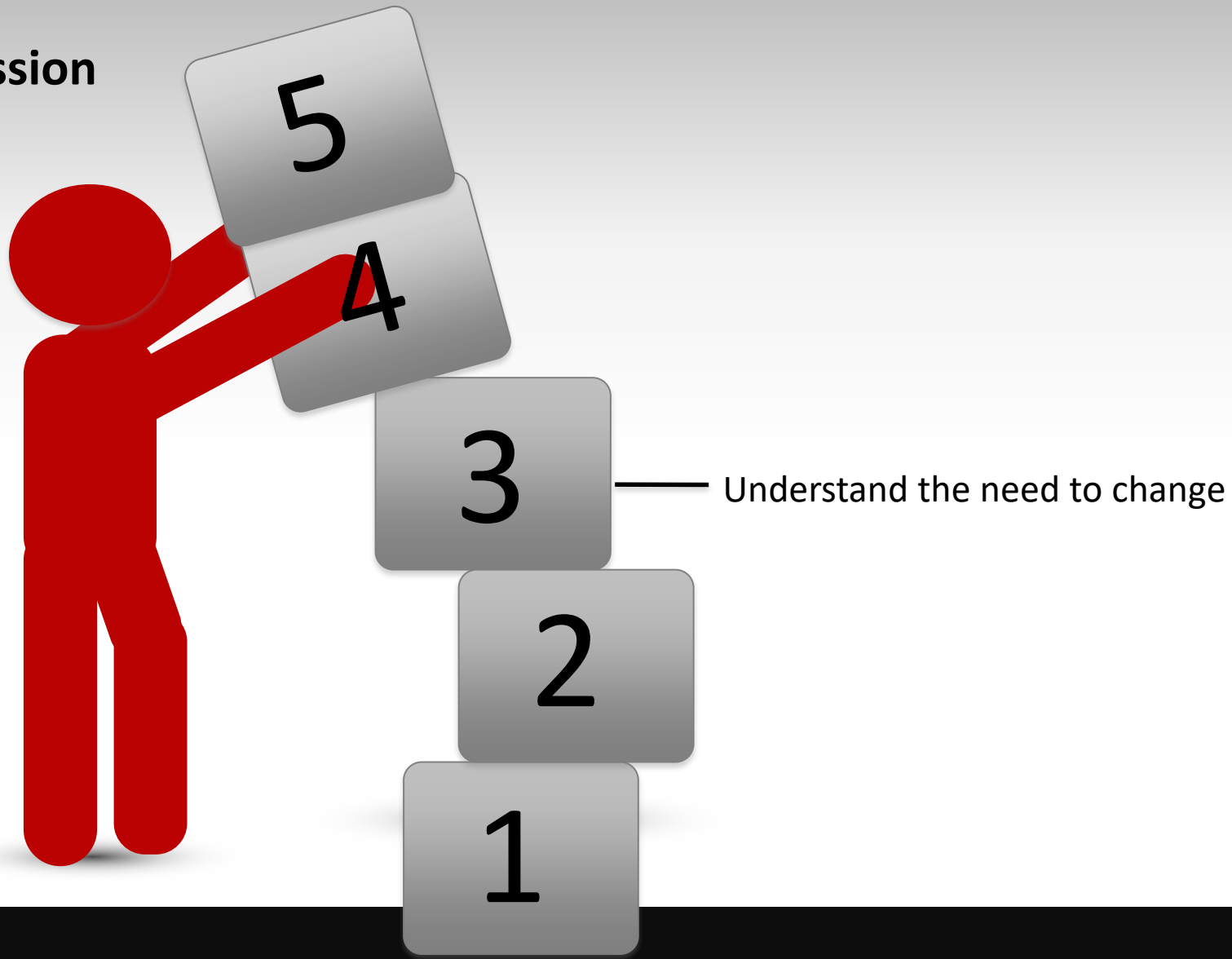


Change Management issues need to be clear at the start of the project so that appropriate activities , plans, and roles and responsibilities can be established.

Here are some of the key issues:

- ❖ Is there a compelling
- ❖ Who are the owners and sponsors of this change?
- ❖ Will they actively promote the change and apply pressure as needed?
- ❖ What are the populations involved,
- ❖ How can we encourage them to act in a way which will support the project's objectives?
- ❖ What style of participation will work best?
- ❖ How can we communicate these messages to the target population?

# Objective Session



# Why Do Organizations Need Change



1

To **Create** what is not there through **Driven by vision**



2

To **Improve** what is there through **Determined by market forces**

# When Is Organizational Change Inevitable?



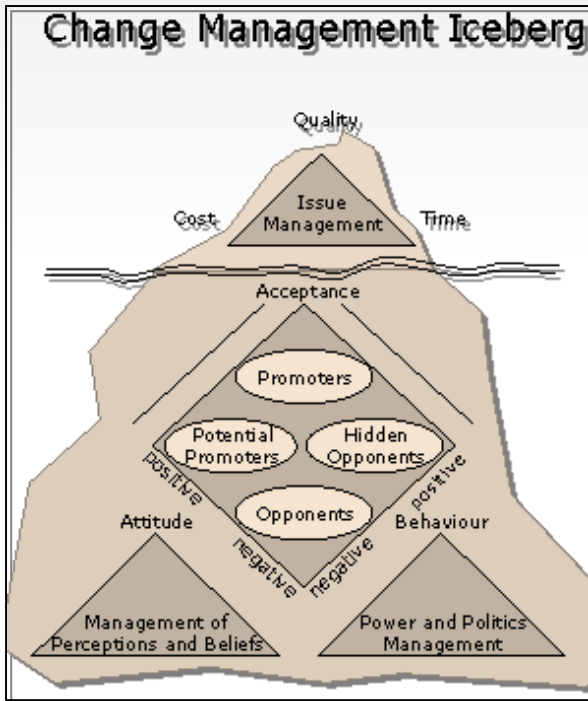
## Gliecher's Equation

- Organisational dissatisfaction [D]
- Vision for the future [V]
- Possibility of immediate tactical action/ first steps [F]

When  $D \times V \times F > \text{Resistance to change}$

Then, organisational change becomes acceptable

# Change Management



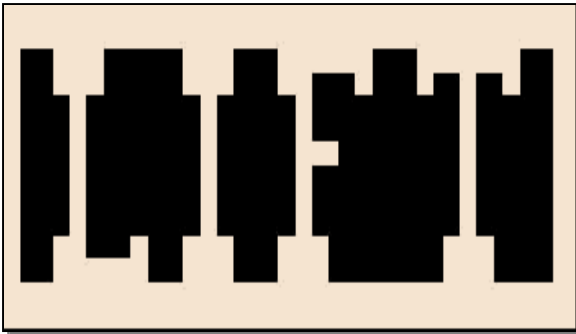
- ... about “getting there”
- ... about “navigating the journey”
- planning and designing the components of the change program
- managing the implementation of the program, and the process of change, to minimise disruption and maximise benefits
- continuously monitoring progress and fine-tuning the change journey as required



# The Goal of Change Management & Perspectives



- Reduce productivity loss
- Avoid employee turnover
- To eliminate any adverse impact of change on the customers
- Achieve desired results



- Individual Change Management:
  - Bottom-up
  - Employees' perspective
- Organizational Change Management:
  - Top-down
  - Managers' perspective

# Individual Change Management



Employees' perspective:

- Focus on daily operations
  - Don't know all about the business issues
  - Won't know why changes are being made
- Not as accountable as managers

Primary concern:

- To know how change will impact them

# Organizational Change Management



## Managers:

- Have awareness of larger context
- Are accountable
- Have to take action
- Are result-oriented
- Weigh Return on Investment in comparison to other strategic initiatives

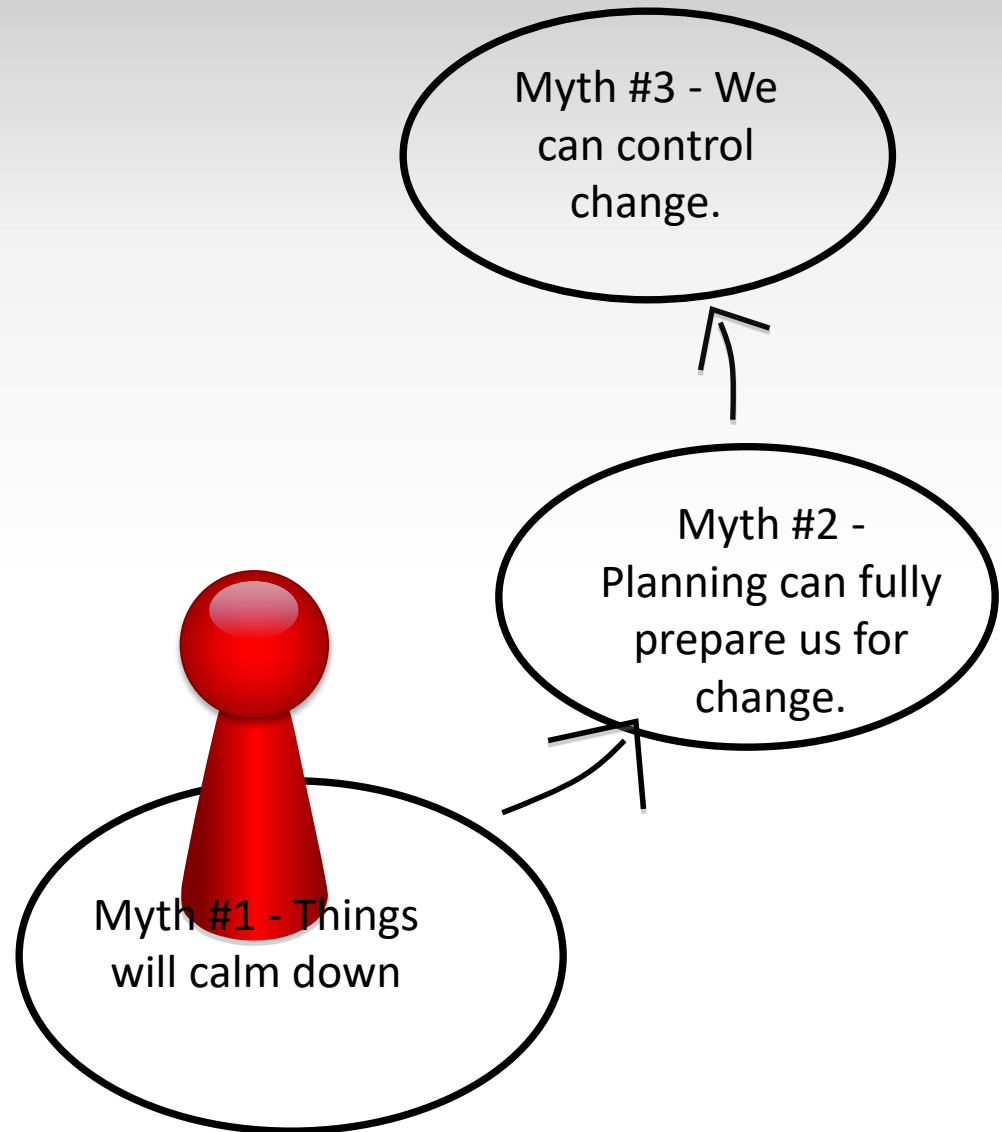
## Primary concerns:

- Time frame for effecting change
- Financial outcome
- Investment required
- Impact of change on customers

# MYTHS OF CHANGE MANAGEMENT



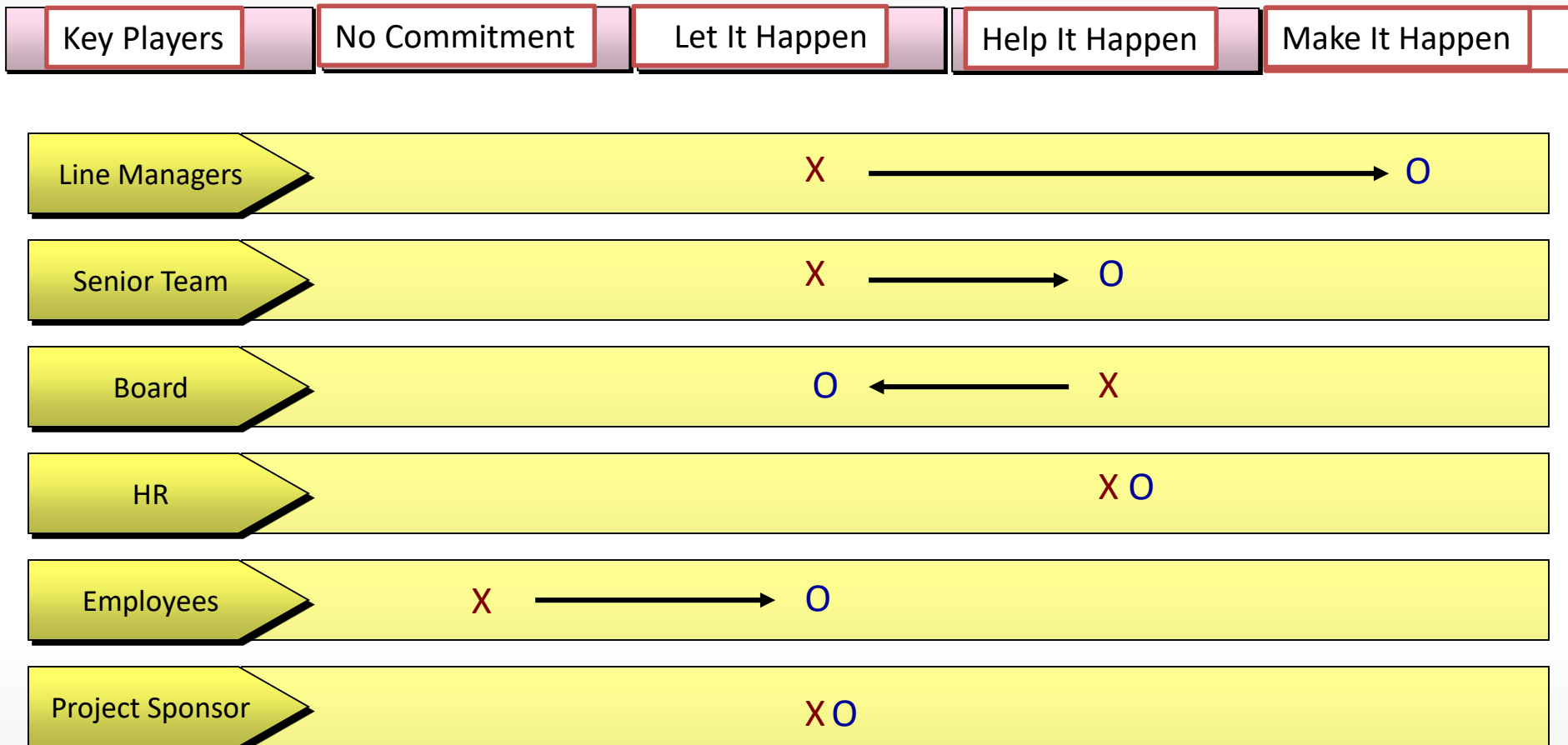
Help



# Plotting Shifts in Commitment (Example)



Help

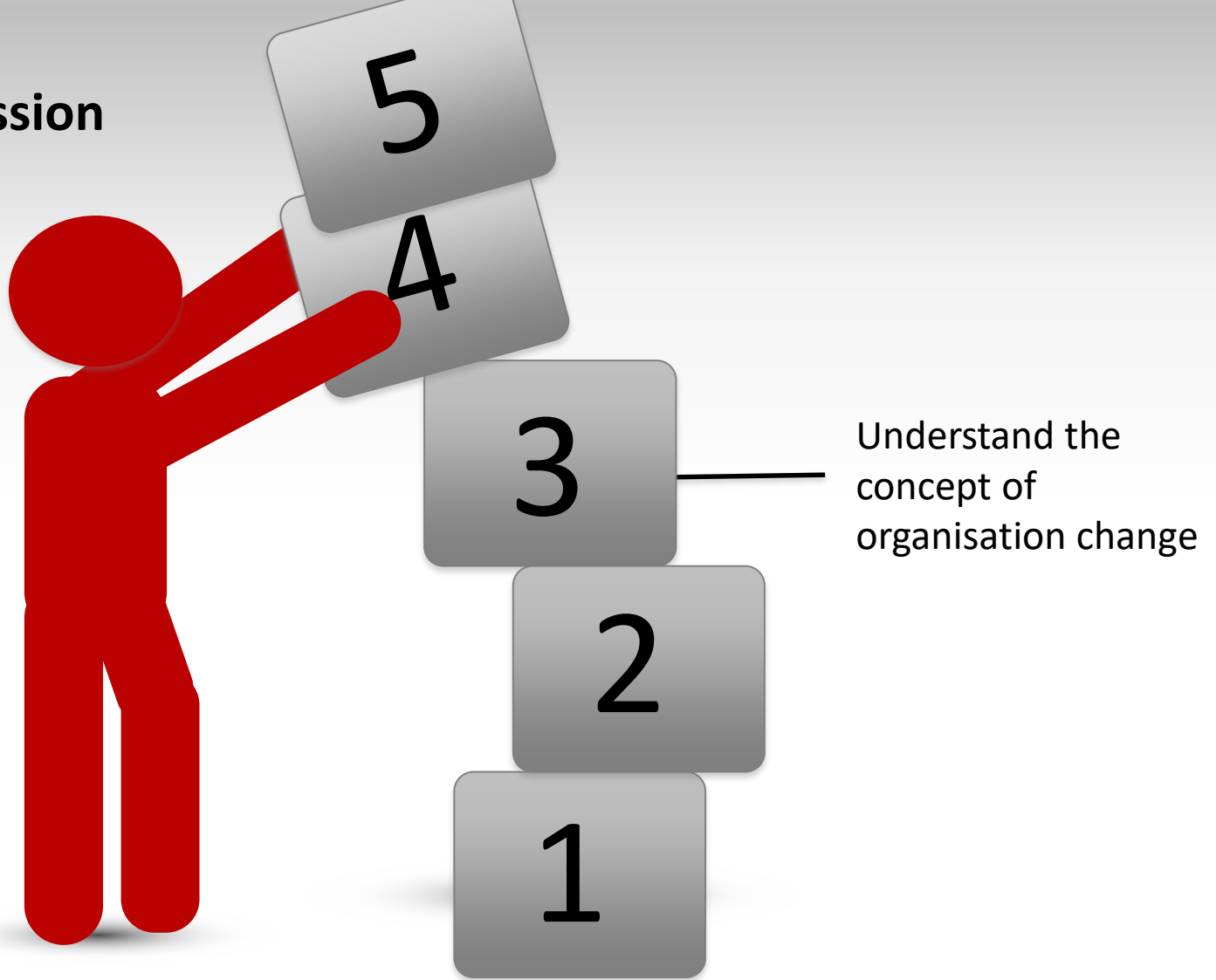


## Key:

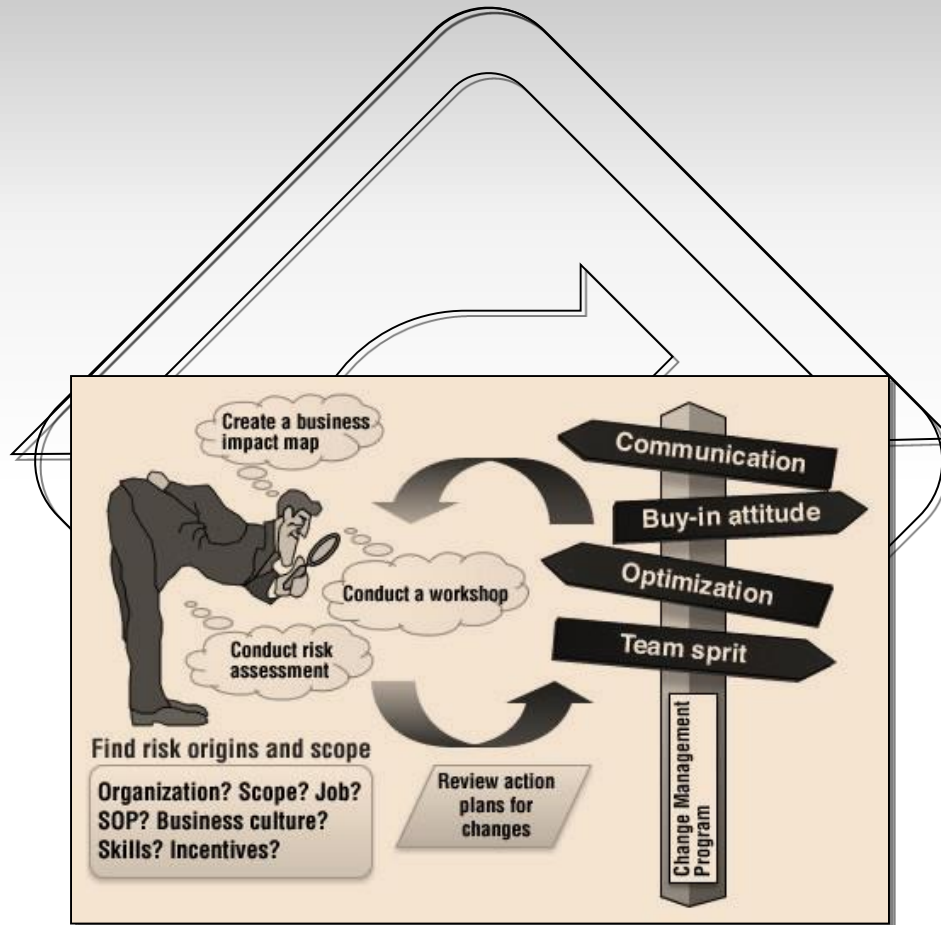
X = Present state

O = Minimum commitment needed

## Objective Session



# What is Organizational Change



1

planning for change

2

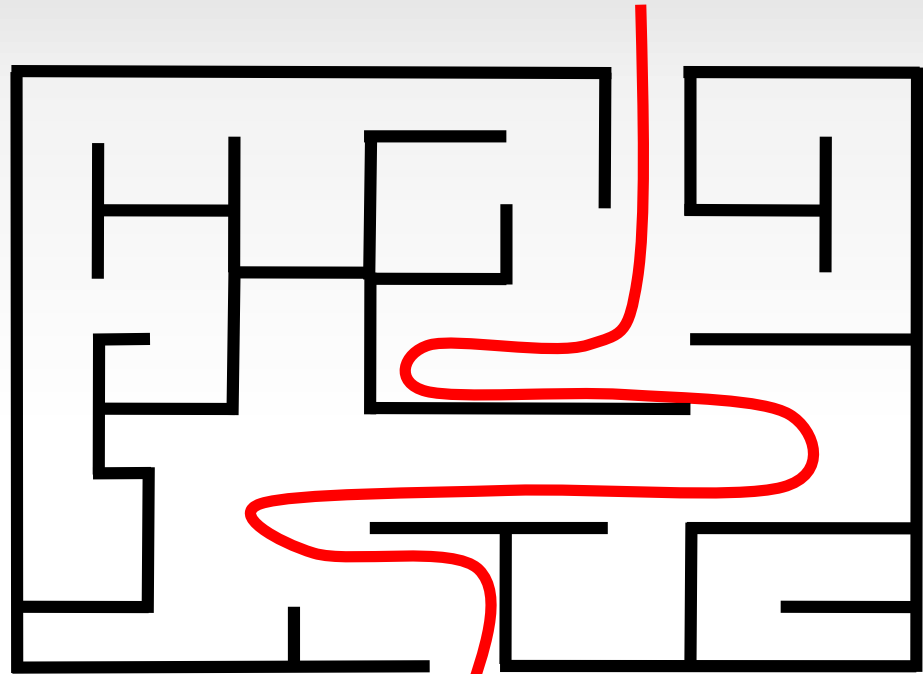
implementing  
change

3

supporting continuous  
improvement following  
change

# Coping with Change

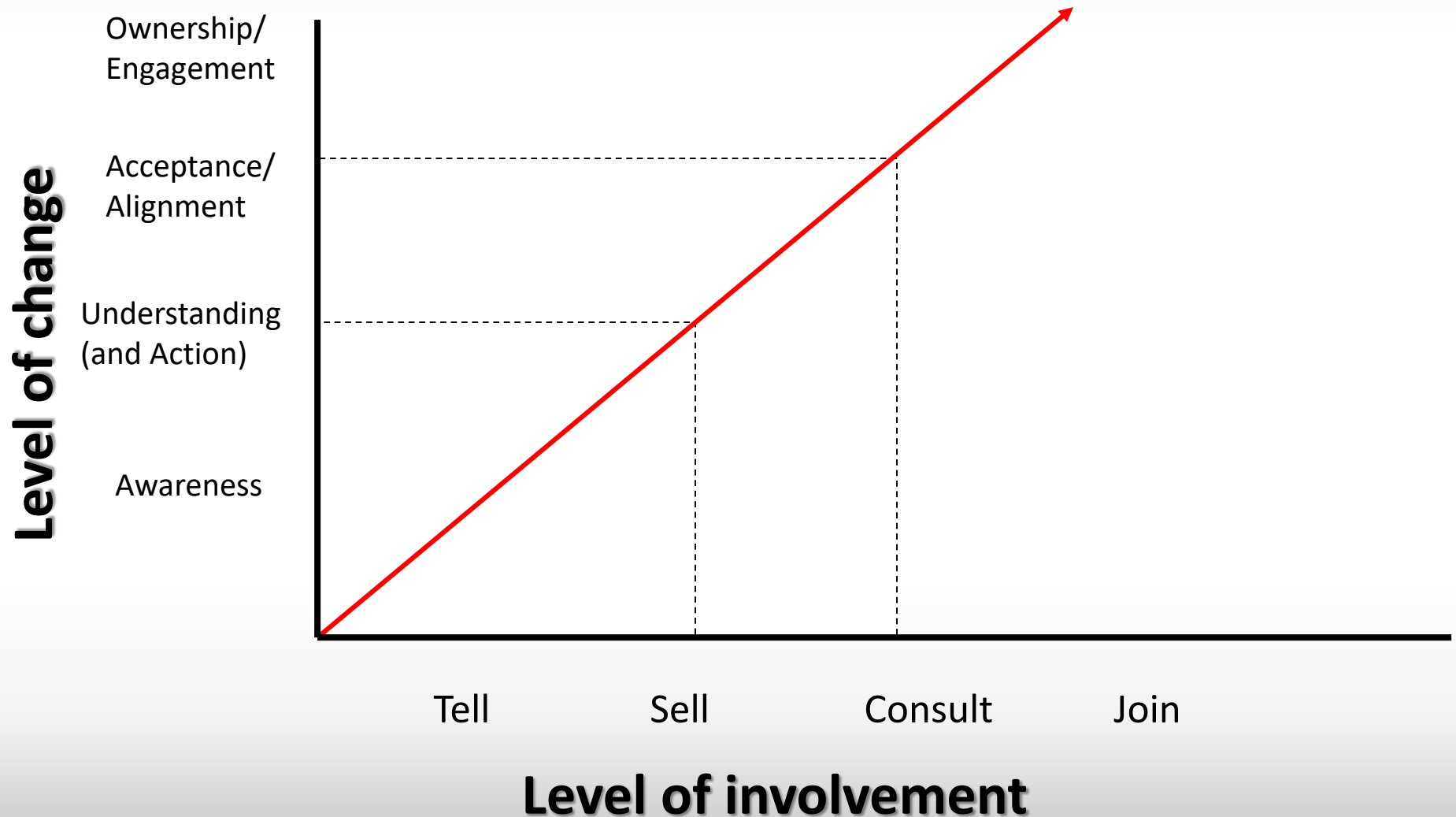
- ▶ They see the purpose of changing
- ▶ They are convinced about the purpose



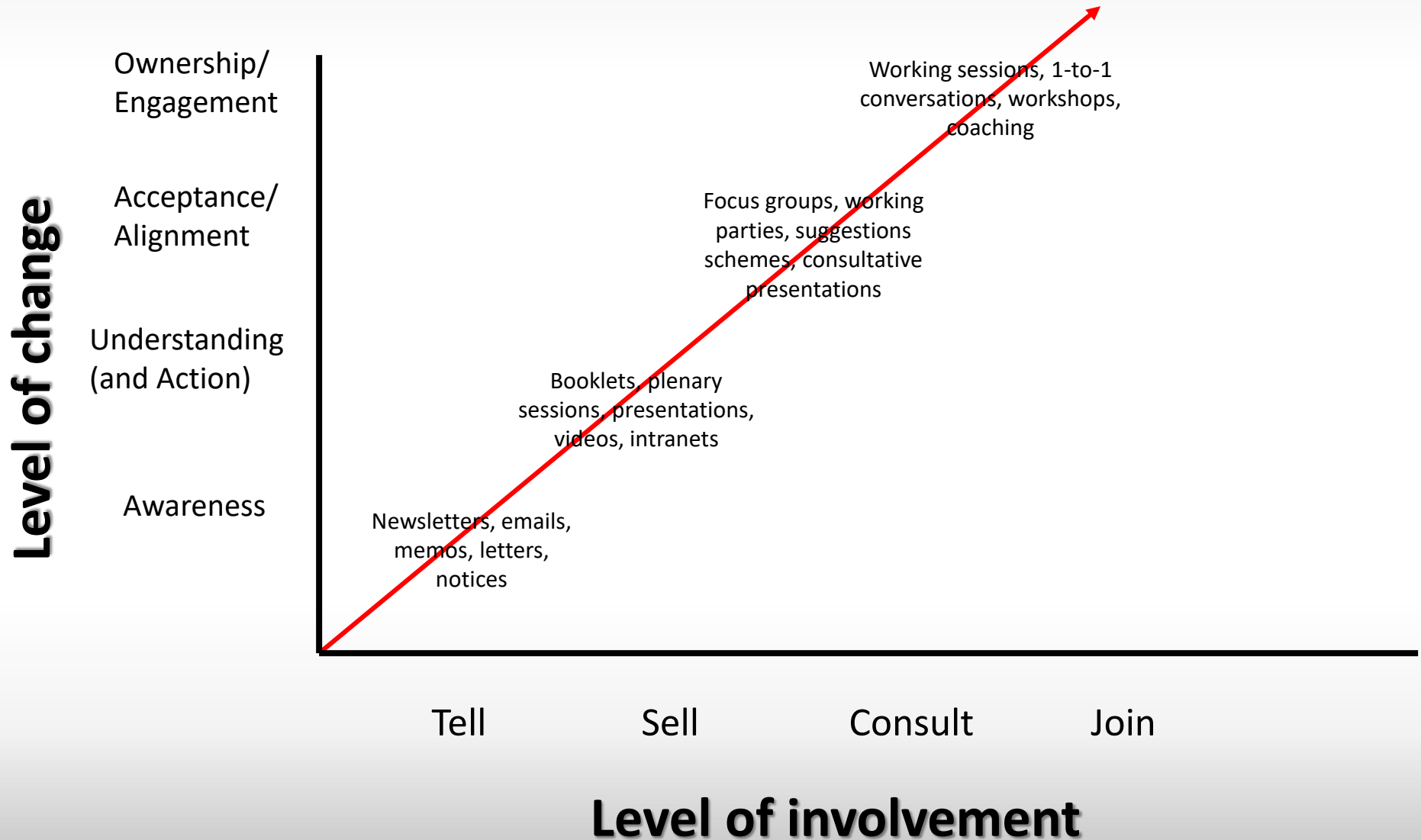
Experiments conducted by Stanford psychologist Leon Festinger show that people change their mindset only when:



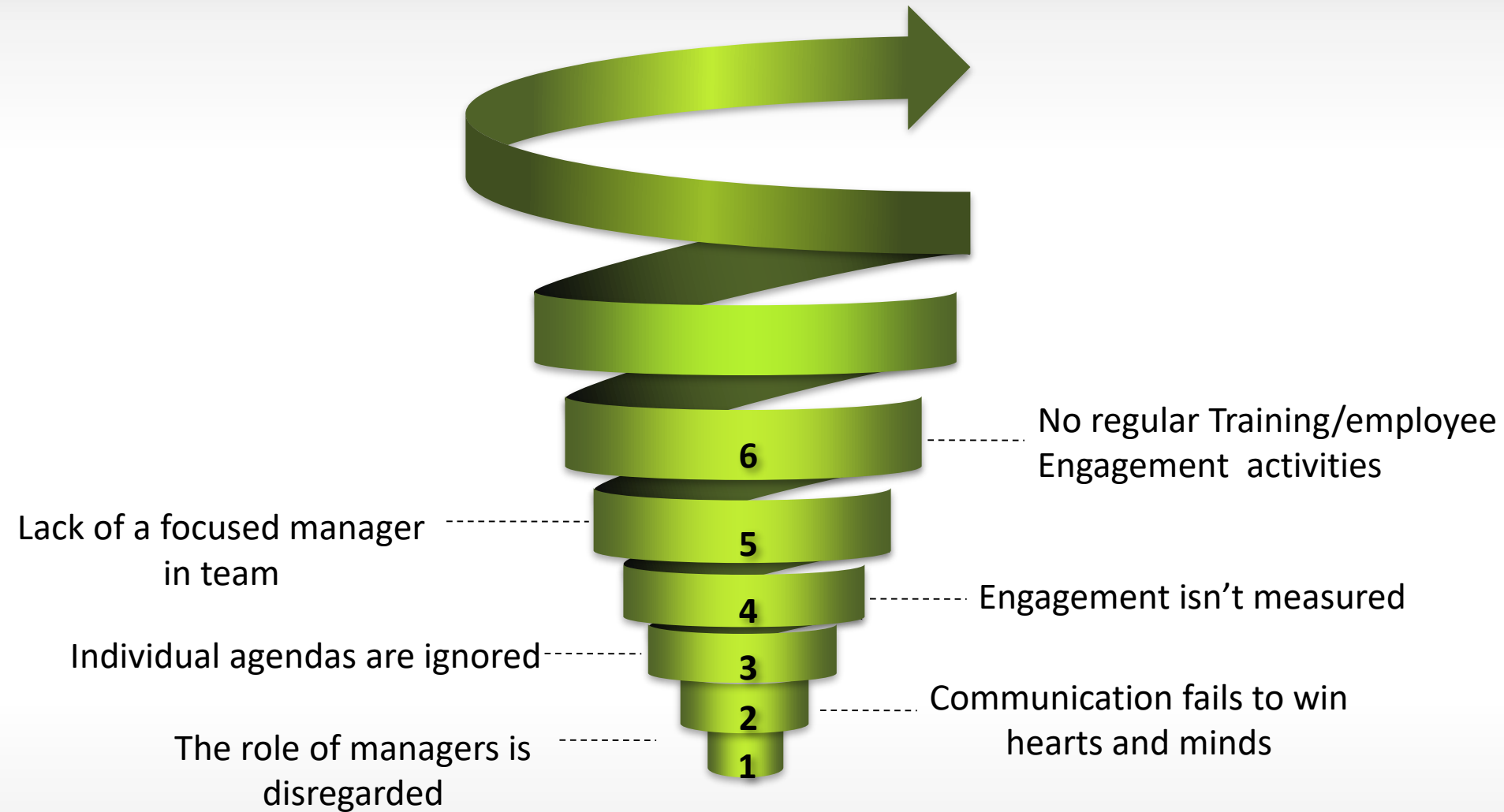
# Link between desired result & communication approach



# Choosing the Right Communications Tools & Channels

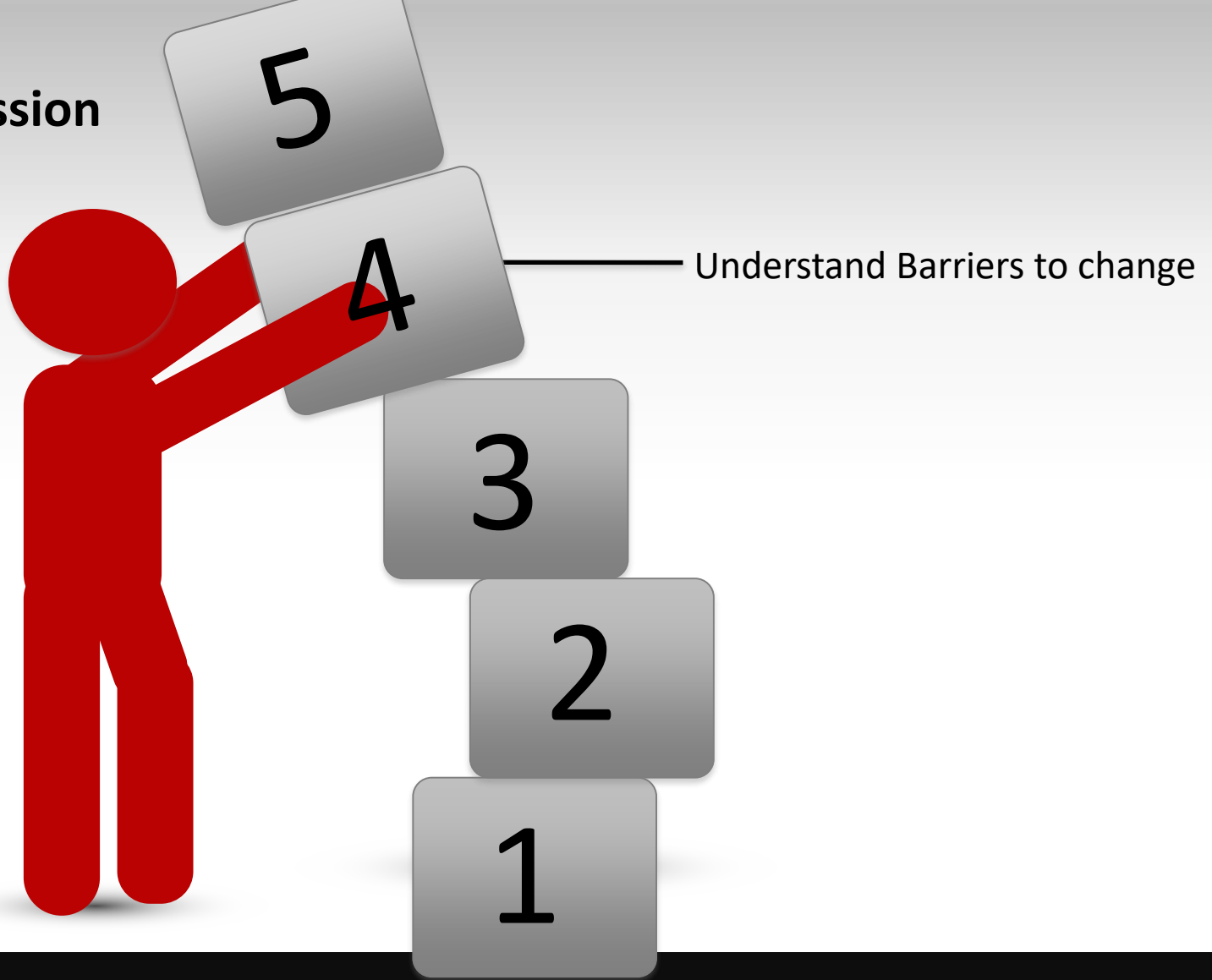


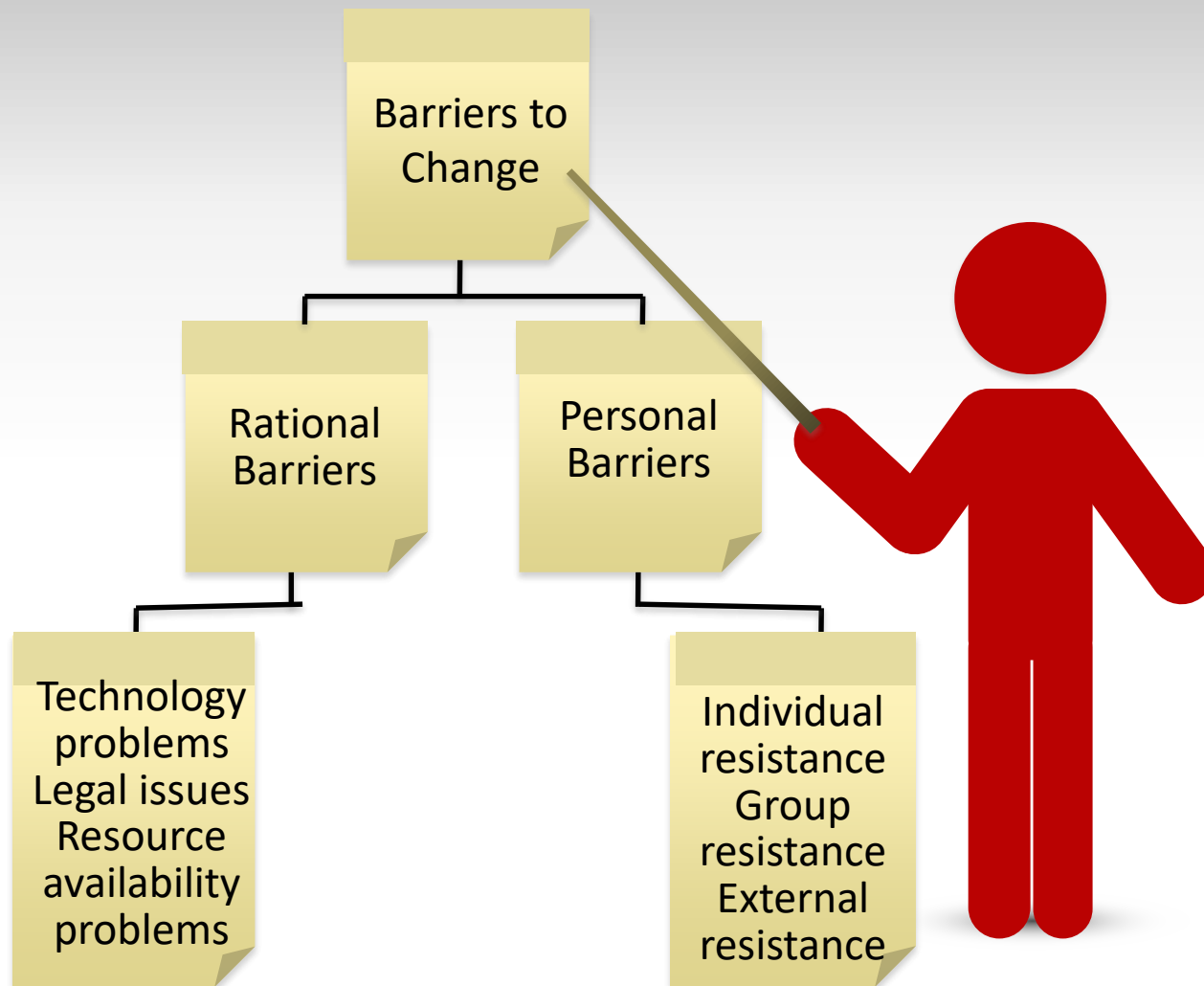
# Why Organisational Change fails

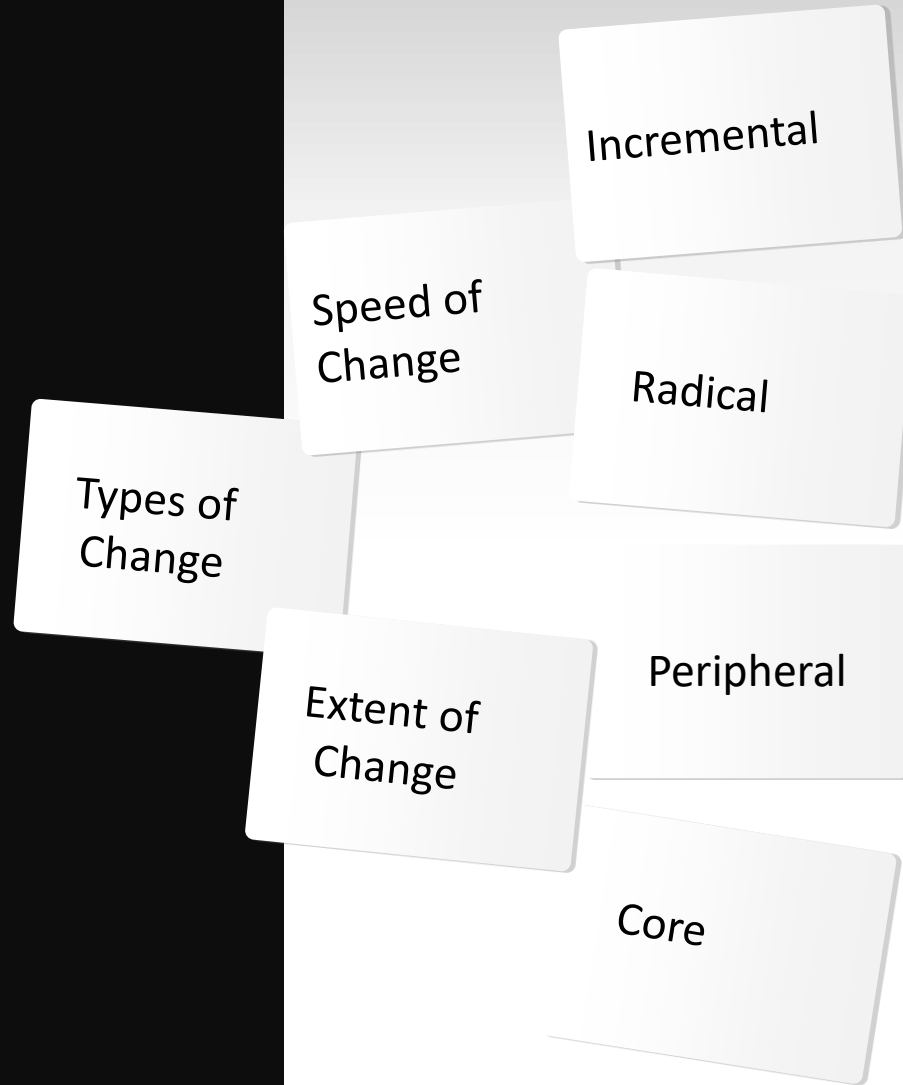


**McCarthy's 6 reasons why organizational change fails**

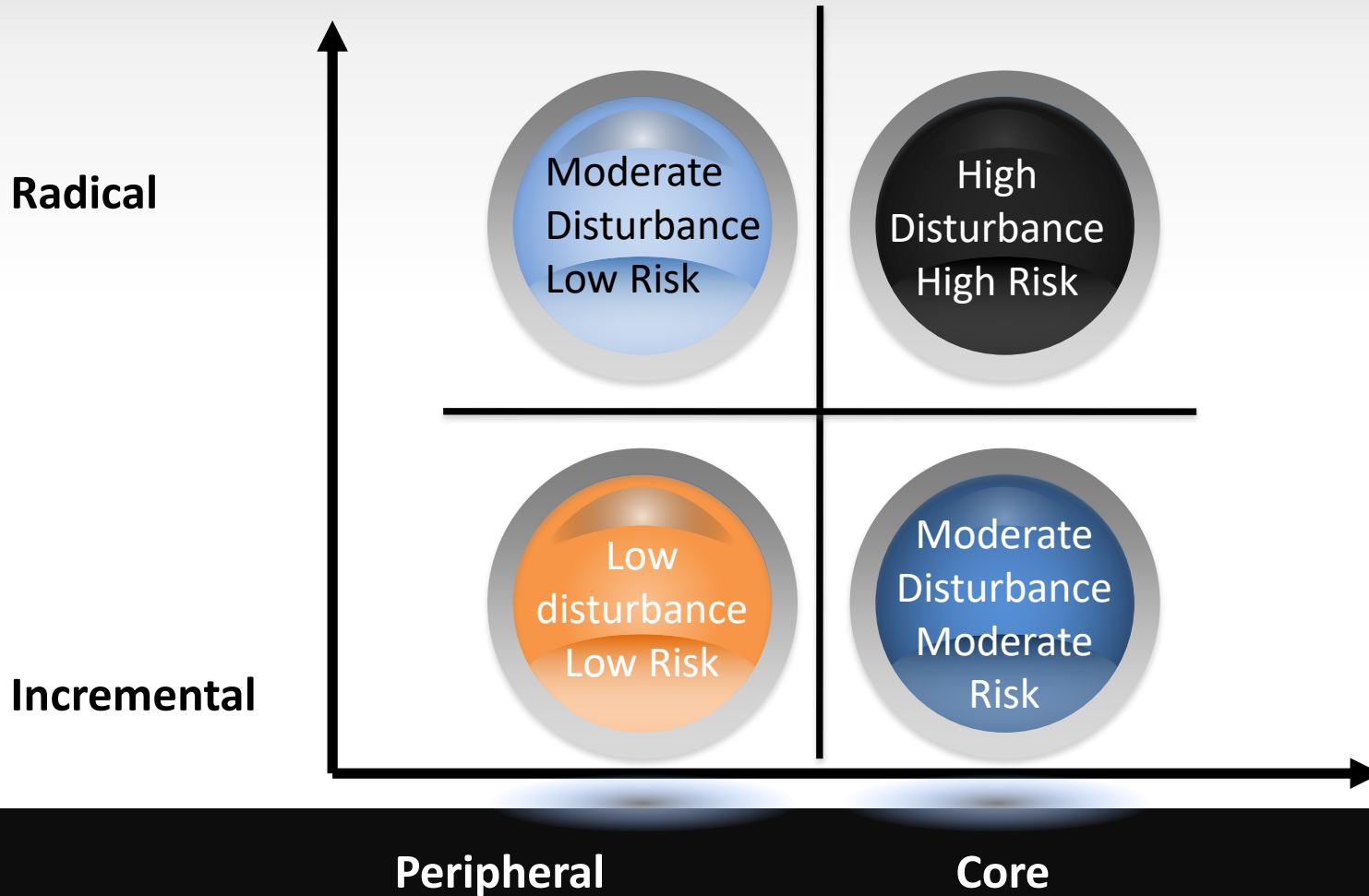
## Objective Session







# Types of Change



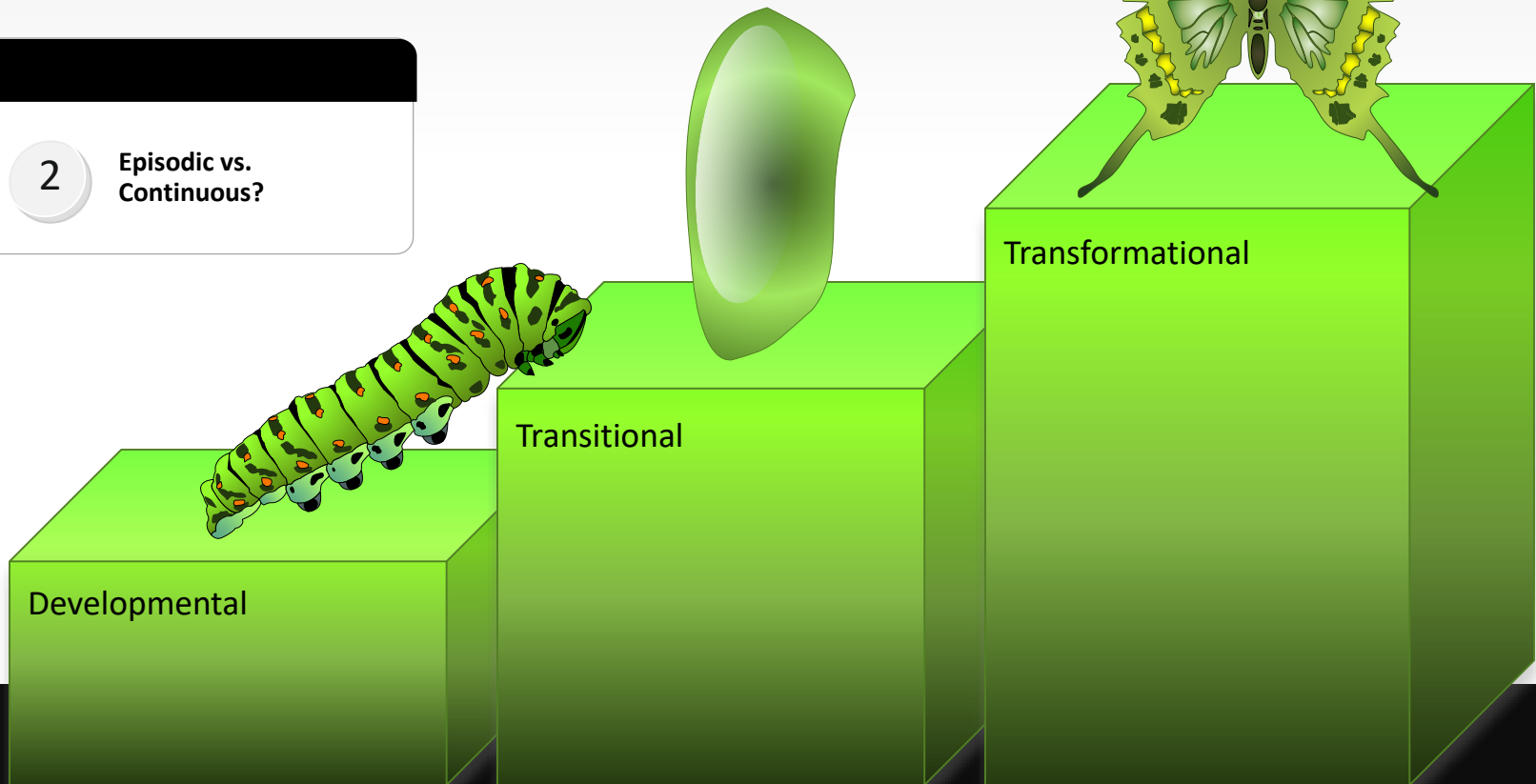
# COCOON TO BUTTERFLY: Planned versus emergent change

1

Planned or  
Emerging?

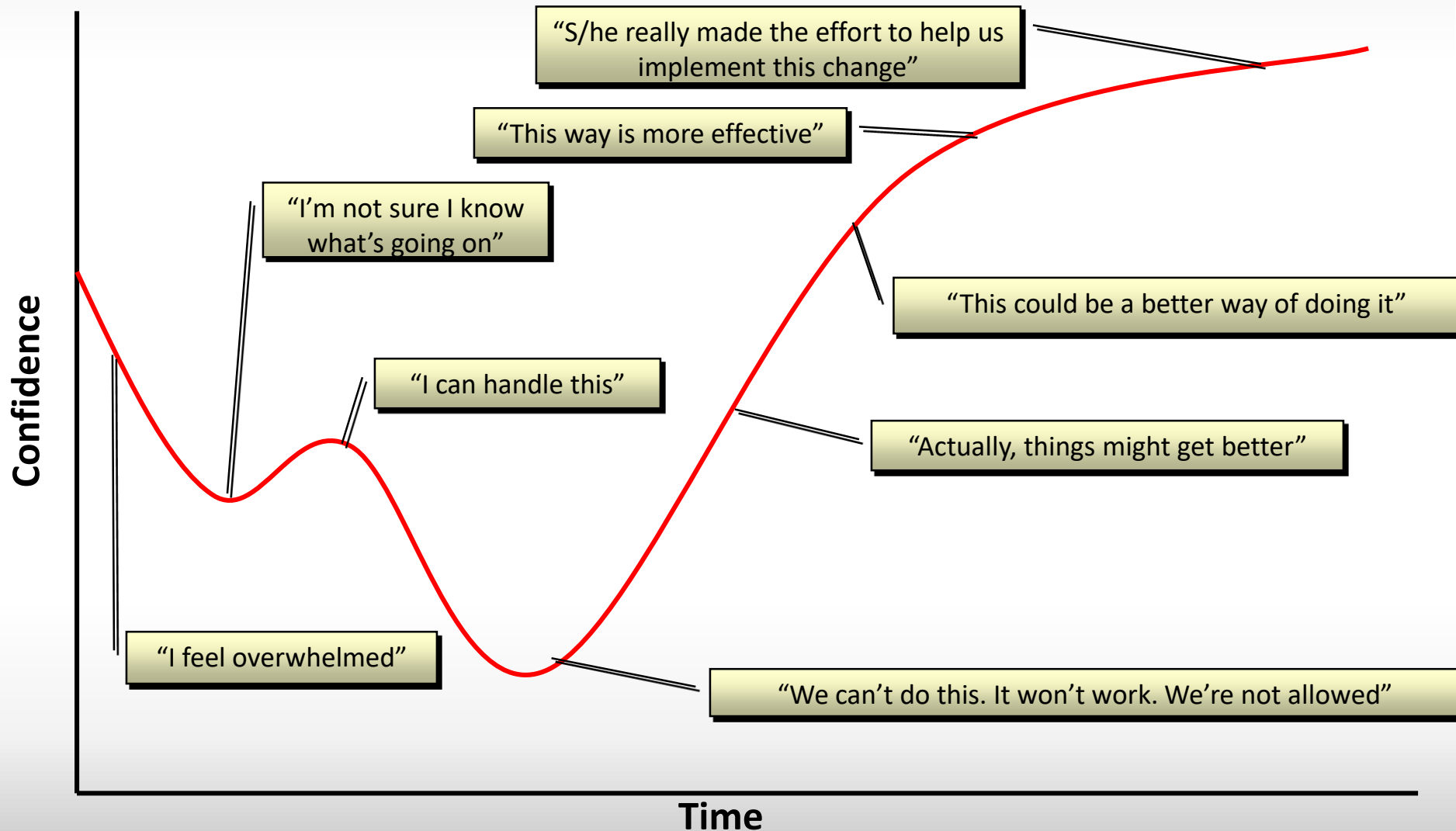
2

Episodic vs.  
Continuous?

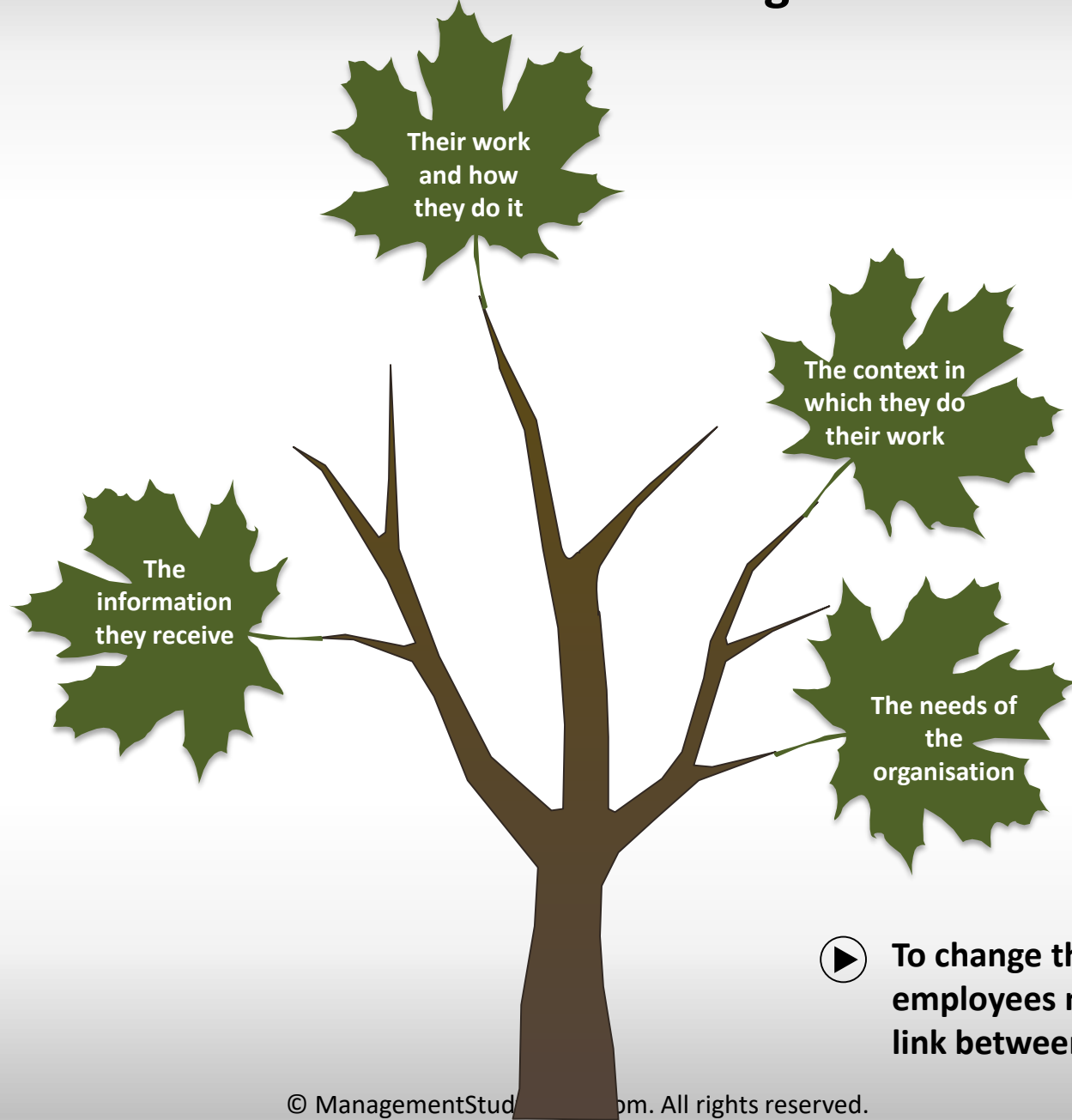




# People's Reactions to Change



# How Reactions Change...

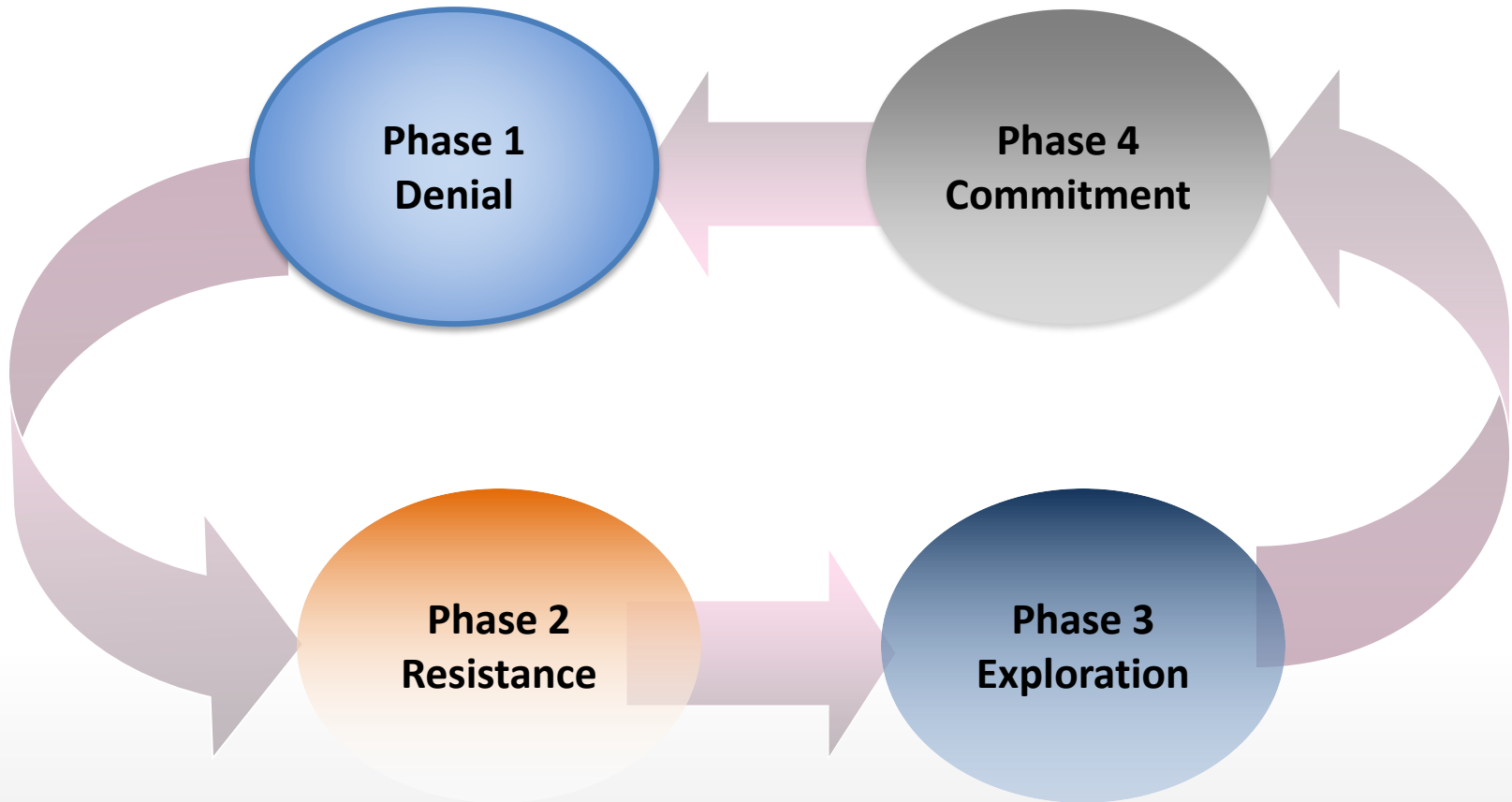


**To change their behavior,  
employees need to see the  
link between**

# How Ready Am I For Change?



# The Change Cycle



# Denial



Denial is running away from change

People should be helped to recognize their Denial behavior

Group Denial also impacts the organization

People generally avoid exploring new areas

Attaining high on Denial means you:

- Don't acknowledge the change

- Are unaware of how the change affects you

- See the change as temporary

# Resistance



Everyone resists change

Resistance is natural

Attaining high means on  
Resistance means, you:

- Are feeling insecure

- Doubt your abilities

- Feel embarrassed

- Think you lack power

- Don't appreciate the change

# Exploration



Generates energy

Provides learning opportunities

People:

- Accept the change

- Assess the change

- Have a clearer vision of the future

- Begin working towards it

Attaining high means on Exploration means, you:

- Are excited about the change

- Are focused on the future

- Have positive feelings about the change

# Commitment



Results in effective performance  
Adopts change as being normal  
“Business as usual”  
Comfort phase

Attaining high means on  
Commitment means, you:  
Accept the change as permanent  
Work to carry on the change  
Feel comfortable about the  
change  
Are prepared for the next change



# Change Assessment



How can you move away from Denial?

- Find out:
  - **What** changes are happening
  - **Why** the changes are happening
  - **How** others are coping
- Separate wishes from reality

# Change Assessment



How can you move away from Resistance?

- Explore your feelings of resistance
  - Accept your feelings as being natural
- Understand the need for change
- Learn from people who welcome the change
  - Seek support to adjust to the change
  - Develop a more positive outlook

# Change Assessment



How can you move from Exploration to Commitment?

- Explore different views of change
  - Seek new ideas to adapt
- Practice new skills to manage change
- Work with others to solve problems
- Experiment before adopting new solutions

# Change Roles

“Different role for change initiative in an Organization”

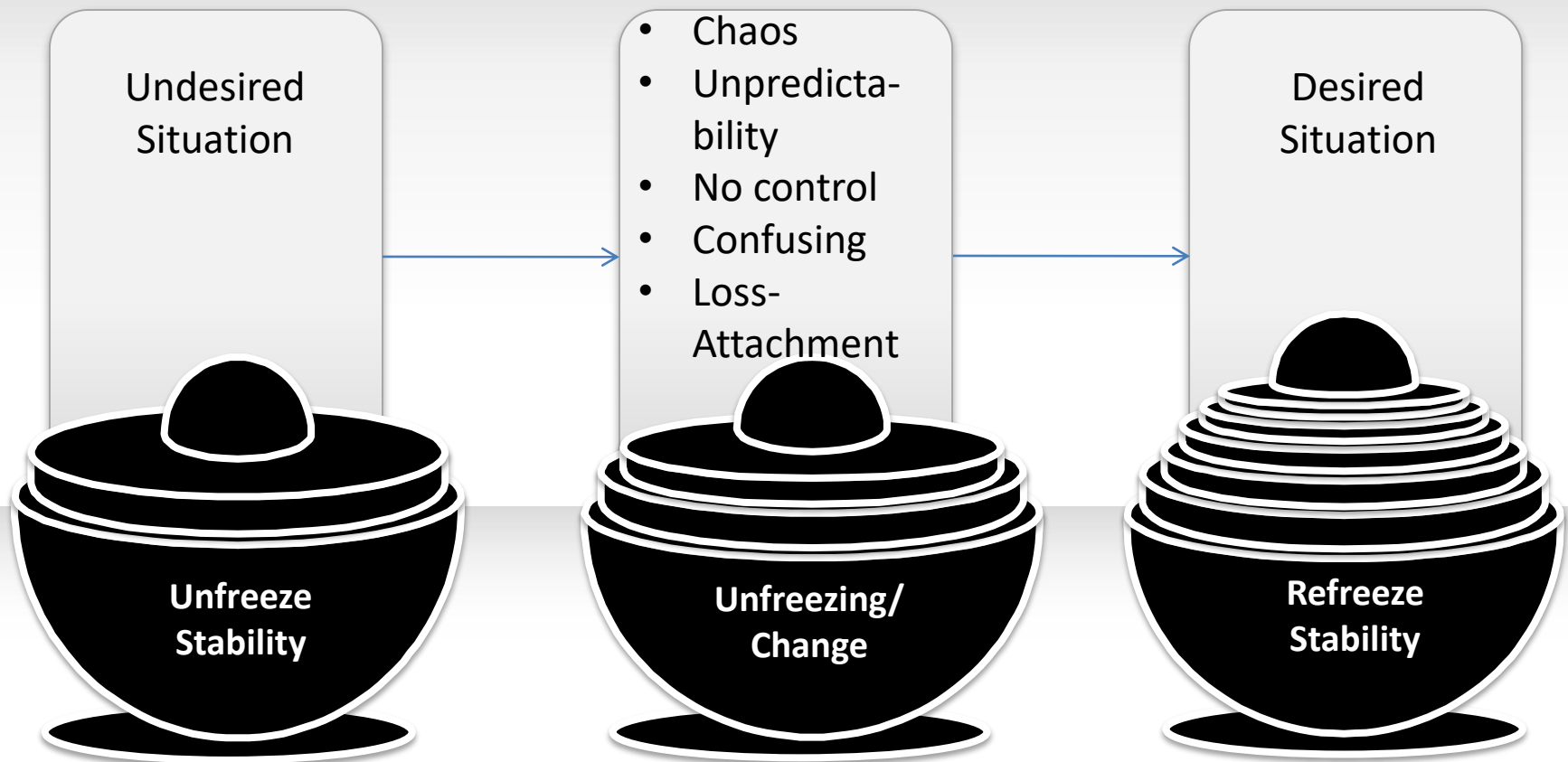
- a) Change Drivers
- b) Change Implementers
- c) Change Enablers
- d) Change Recipients

People in an organization should take one different role while a change is being initiated or implemented in an organization. They could be taking on the role of Change drivers, change implementer, change enabler and change recipients.

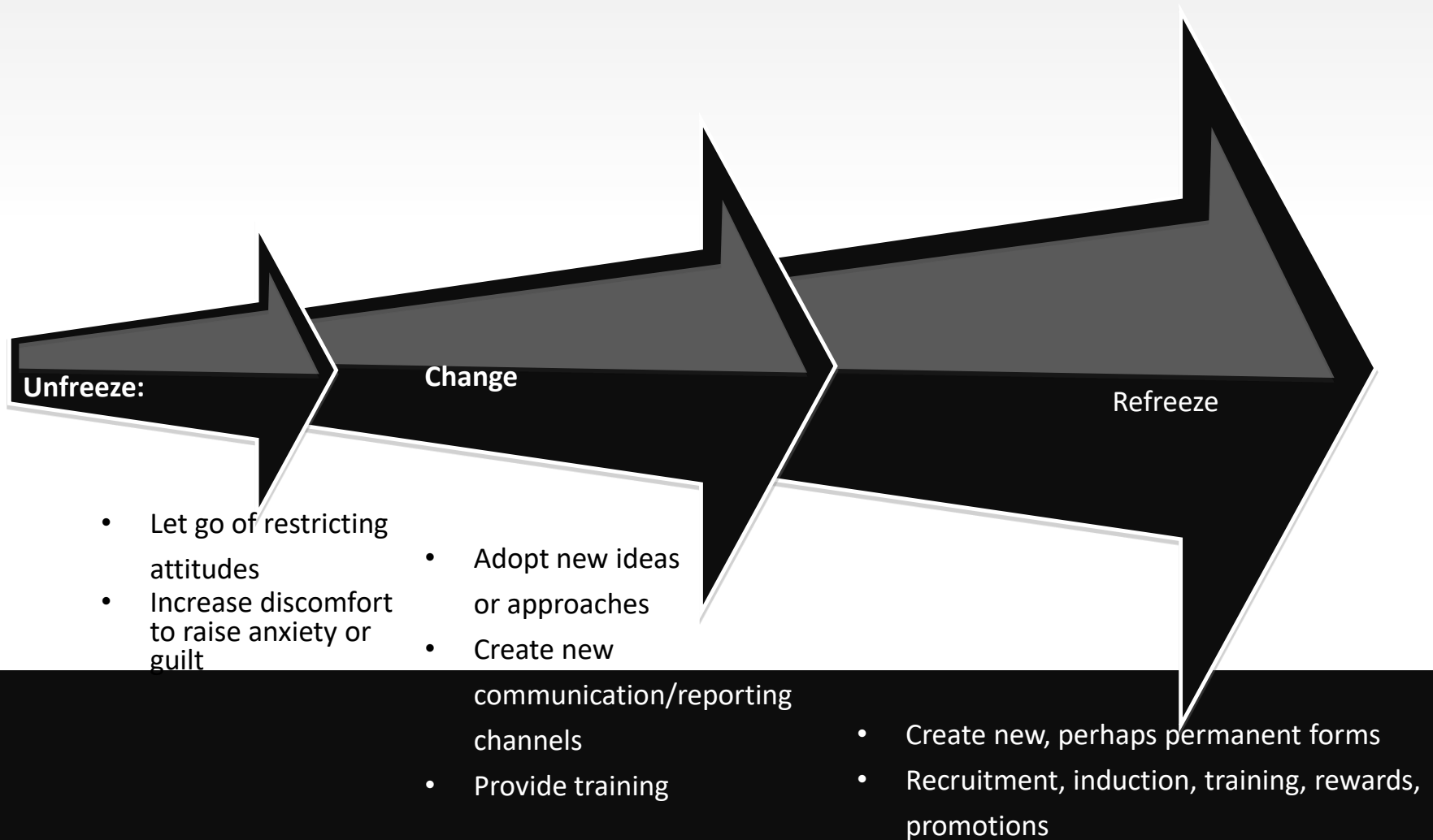
## Objective Session



Learn tools and  
techniques of change  
management



# Lewin's 3-Step Change Process



# Programmed Change Management: The Bullock and Batten Model



**Exploration Phase**



**Planning Phase**



**Action Phase**



**Integration Phase**



# Exploration Phase



The organisation has to make decision on the need for change:

- Explore and decide on the need for change
- Identify what changes are required
- Identify resources required

# Planning Phase



Understanding the problem:

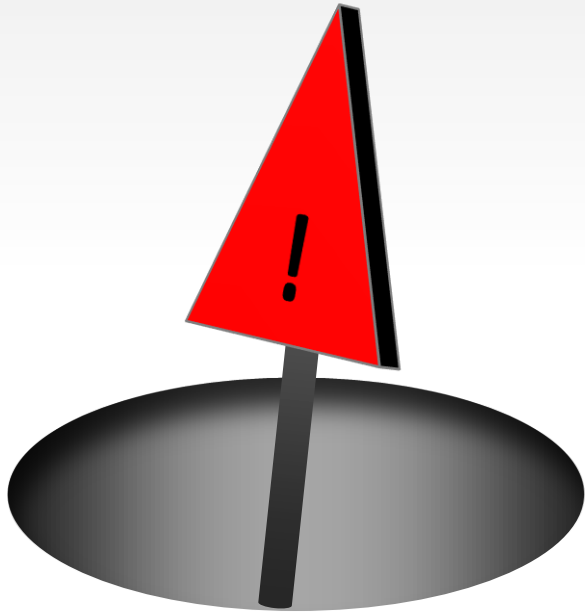
- Diagnosis of the problem
- Clarify goals and objectives
- Identify specific activities required to undertake change
- Agree changes with stakeholders
- Identify supports required to enable change to occur

# Action Phase



- Changes identified are agreed and implemented:
- Support for change is explicit
- Changes are monitored and evaluated
- Results are communicated and acted upon
- Adjustments and refinements are made where necessary

# Integration Phase

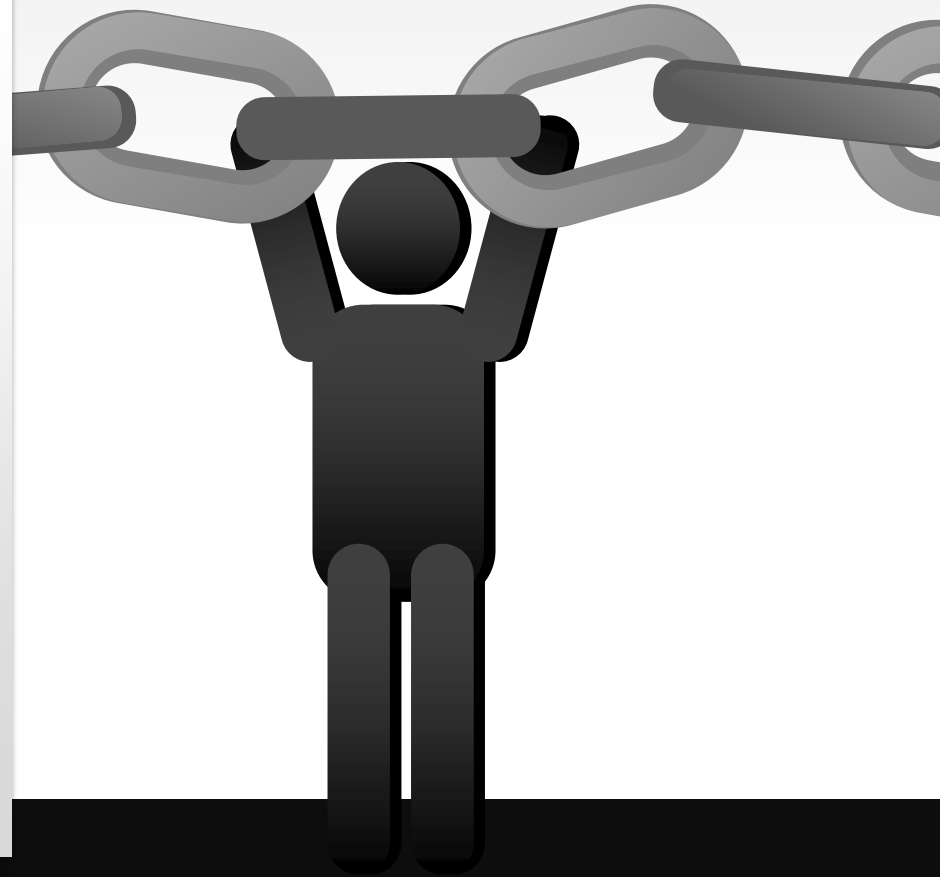


- Stabilising and embedding change:
- Changes supported and reinforced
- Results and outcomes from change communicated throughout the organisation
- Continuous development of employees through training, education
- Ongoing monitoring and evaluation

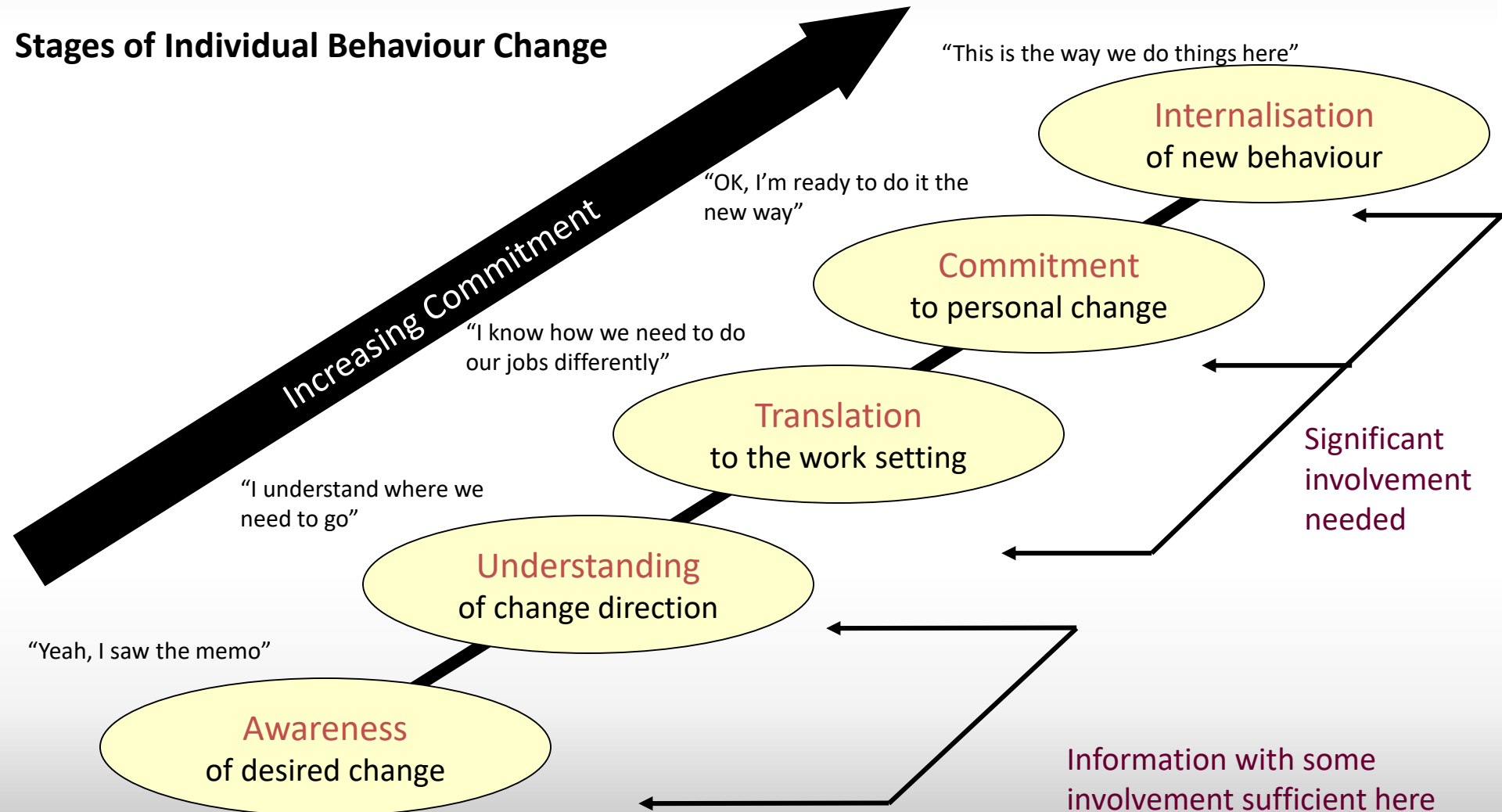
# Kotter's 8 Steps for Managing Change

## Managing Change

- ▶ Establish a sense of urgency
- ▶ Create a guiding coalition
- ▶ Develop a vision and strategy
- ▶ Communicate the change vision
- ▶ Empower employees
- ▶ Generate short-term wins
- ▶ Anchor new approaches
- ▶ Consolidate gains for more change



# Building Commitment to Change



# ADKAR Model: Individual Change      Management

**Awareness**

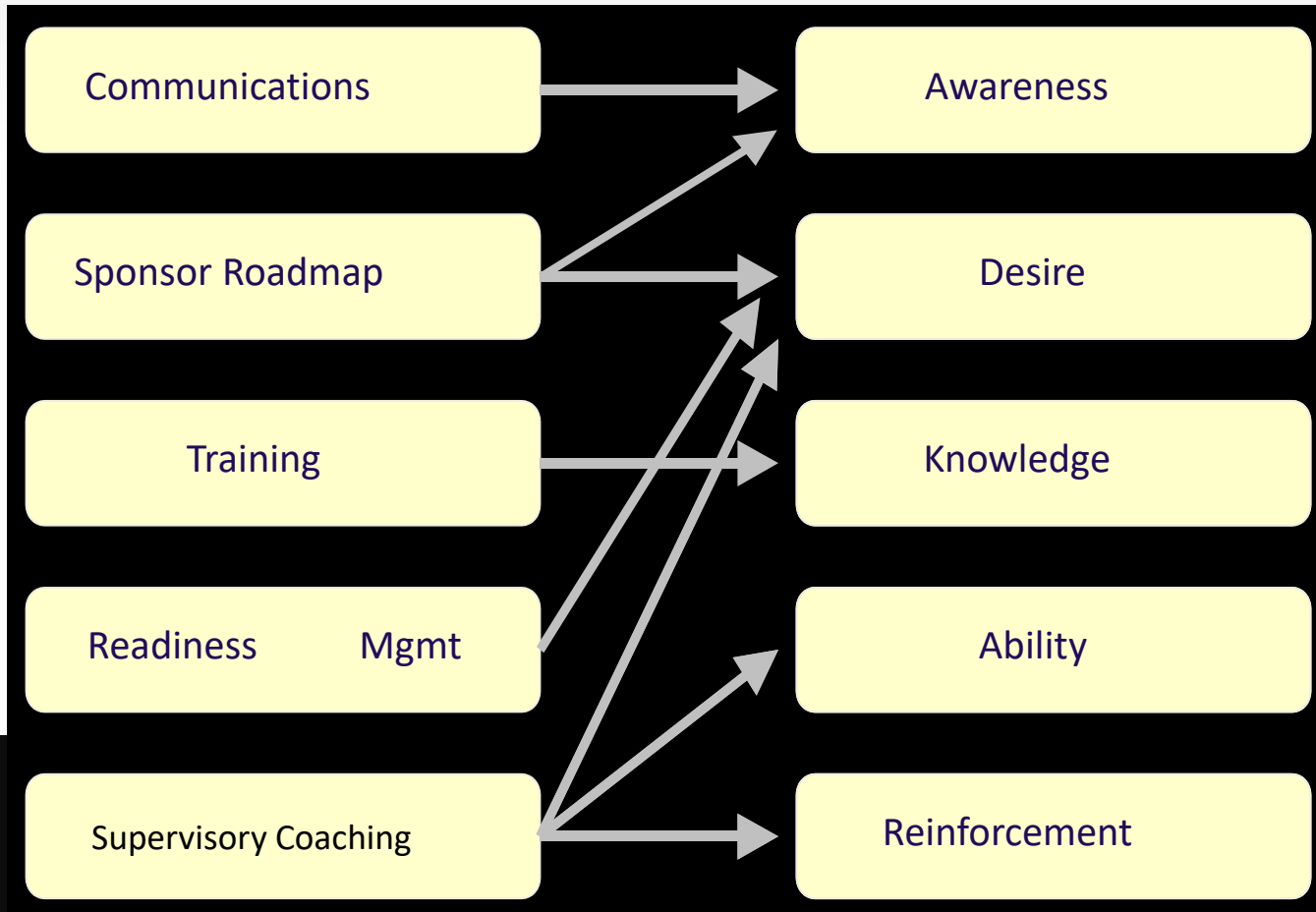
**Desire**

**Knowledge**

**Ability**

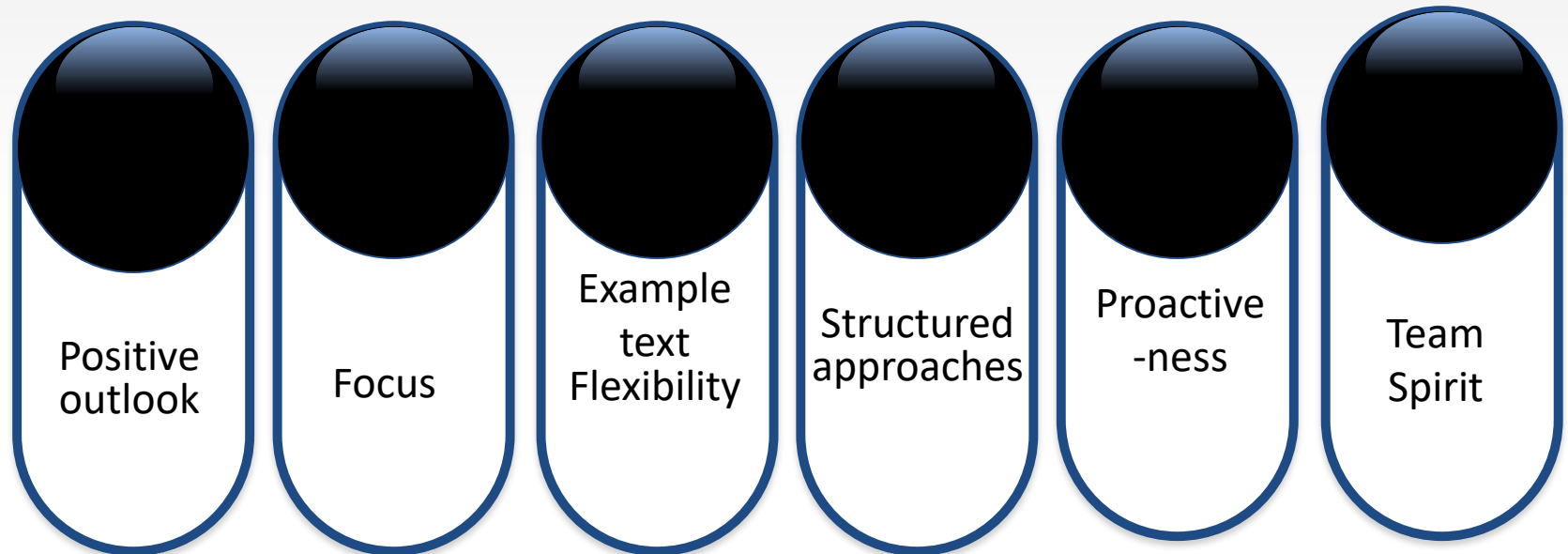
**Reinforcement**

# Mapping ADKAR to Change Management

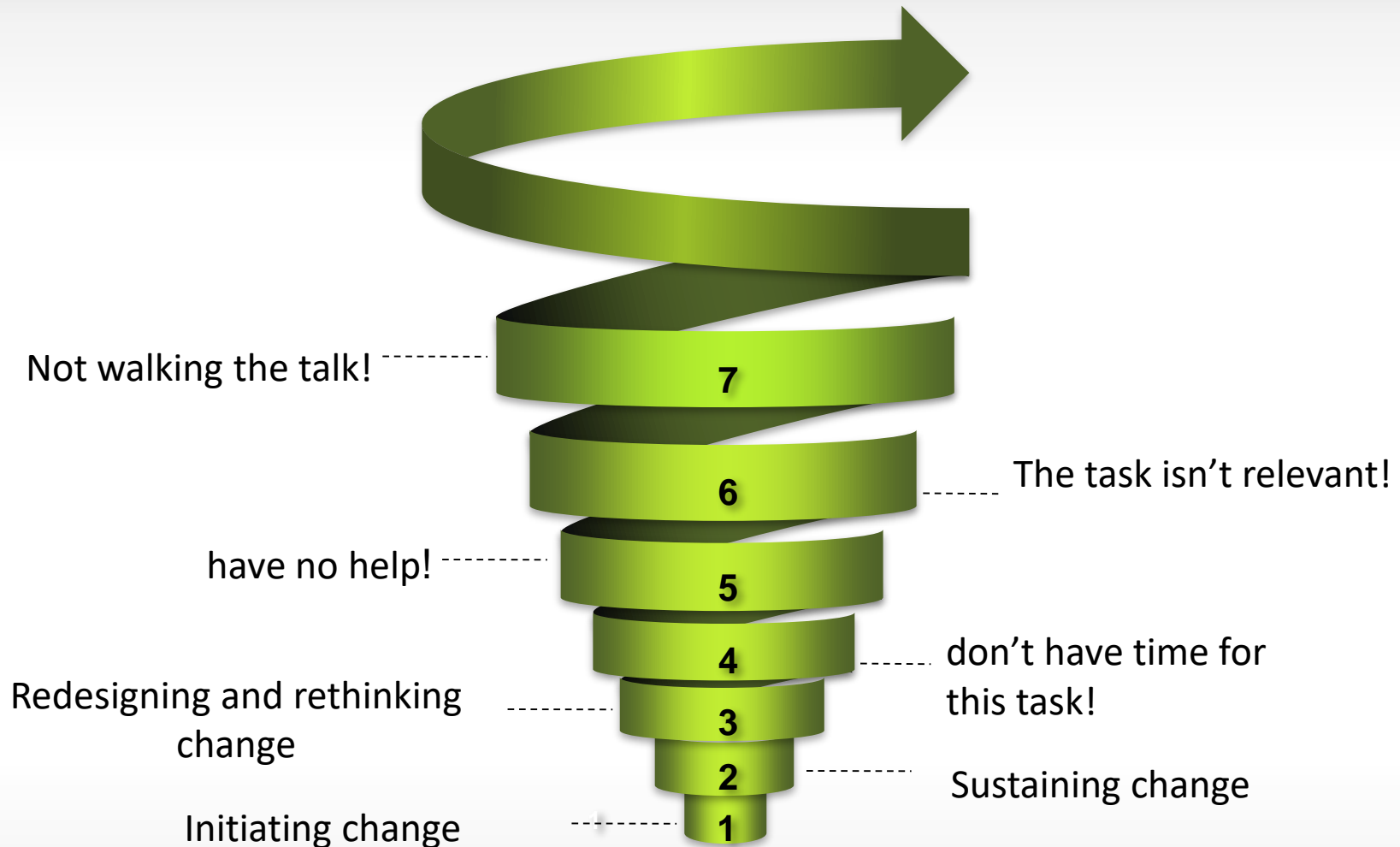




# How to Enhance Your Speed of Change



# Managing Change: Some Challenges



# Managing Change: Some Challenges

## Sustaining Momentum: Some Challenges

- This task isn't working!
- We have the right way!
- They don't understand us!

7

6

## Redesigning and Rethinking: Some Challenges

- Who's in charge of this task?
- We keep reinventing the wheel!
- Where are we going?

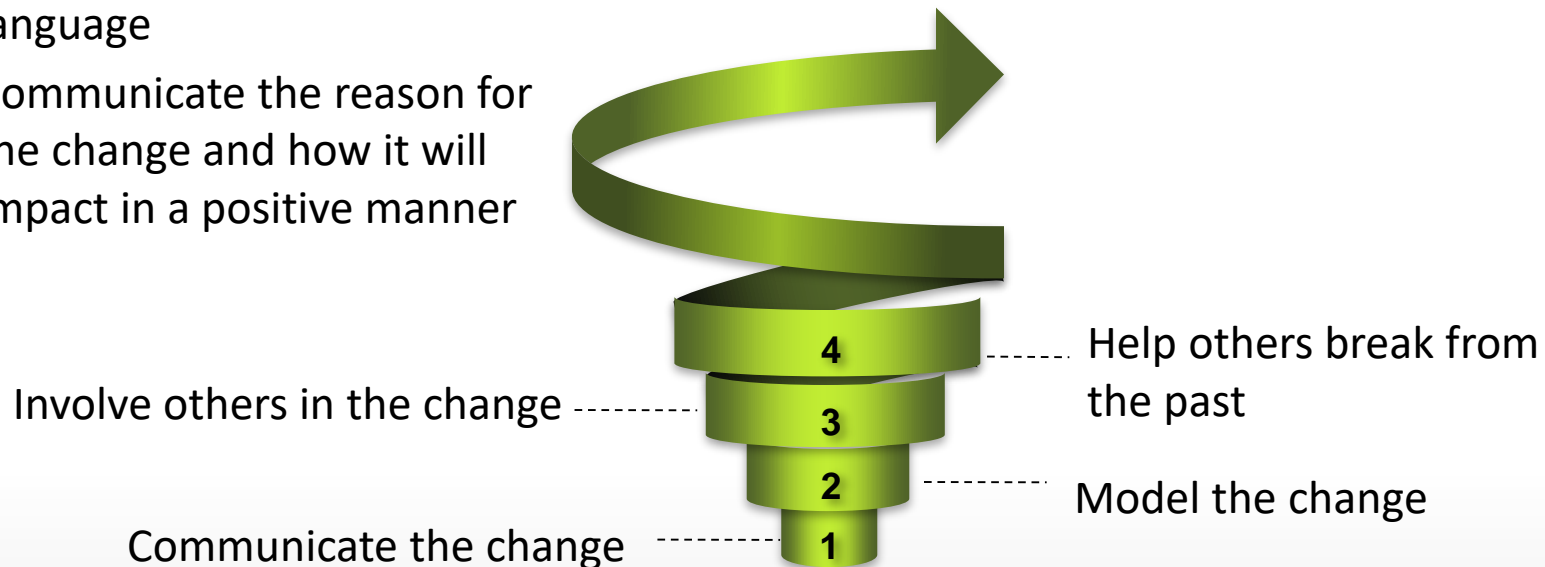
# Managing Change: Some Strategies

## Communicate the Change

- Combine communication approaches
- Use appropriate mode of communication
- Avoid complex and vague language
- Communicate the reason for the change and how it will impact in a positive manner

## Modeling the Change

- Leaders go first
- Ideally, think and evaluate your actions
- Be comfortable receiving direct and constructive feedback



# Involve Others in the Change



- Everyone contributes to the change
- Build a strong unified team
- Provide others with varied opportunities to shape the change
- Handle resistance effectively
- Give people time to accept and adapt to the changes

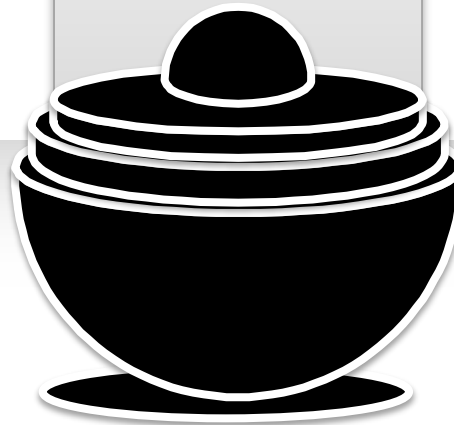
Encourage others to approach the future with a clean mental slate

Make others understand that a bright future is not an extension of the present

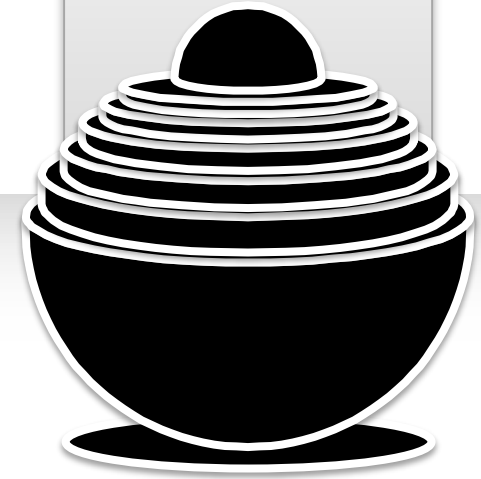
Encourage others to ask 'Why not?'



It has been noticed...  
Change always takes more time than planned  
Change does not follow a well defined path  
Unexpected problems crop up  
Implementation is not easy and many a times not effective  
Crisis situations arise which makes people lose focus temporarily



It has been noticed...  
Not all people are equally capable  
Training given is found to be inadequate  
External factors that are uncontrollable delay the process of change  
Activities that are being carried out are not as per expectations  
Not everyone who will be affected by change was involved



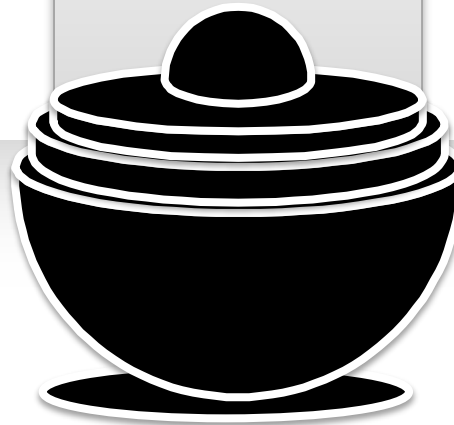
**Help Others Break From  
the Past**

**While Implementing Change**

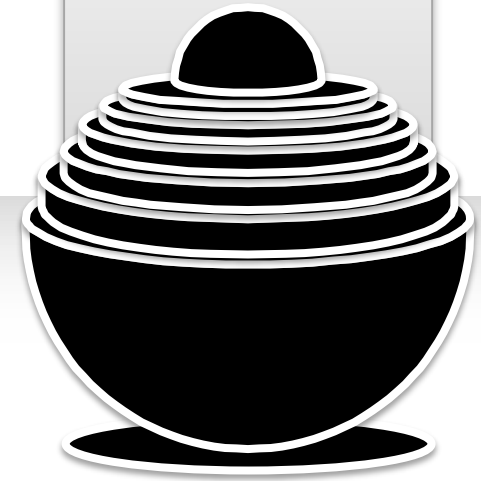
Underestimate  
and disregard any  
new idea just  
because it has  
come from a  
subordinate  
Encourage  
departments to  
challenge or  
criticize each  
others ideas and  
proposals  
Look at problems  
as signs of failure



“Over control”  
Have an “unplanned  
change”  
Project an ‘I know it all’  
attitude  
Ignore the needs,  
feelings, and responses  
of the people involved in  
the change process



“Over control”  
Have an “unplanned  
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in the change process



## While Implementing Change—DON'T

# Monitoring & Measuring Change

**Monitoring** is the process of collecting information about the progress made

**Controlling** is the task of taking whatever actions necessary when the outcomes are not happening as per the plan



## Measuring Change

Comparison between the actual collection  
and feedback of information to those  
planned

Keep the reaction the change under check  
Regular feedback reports should be asked

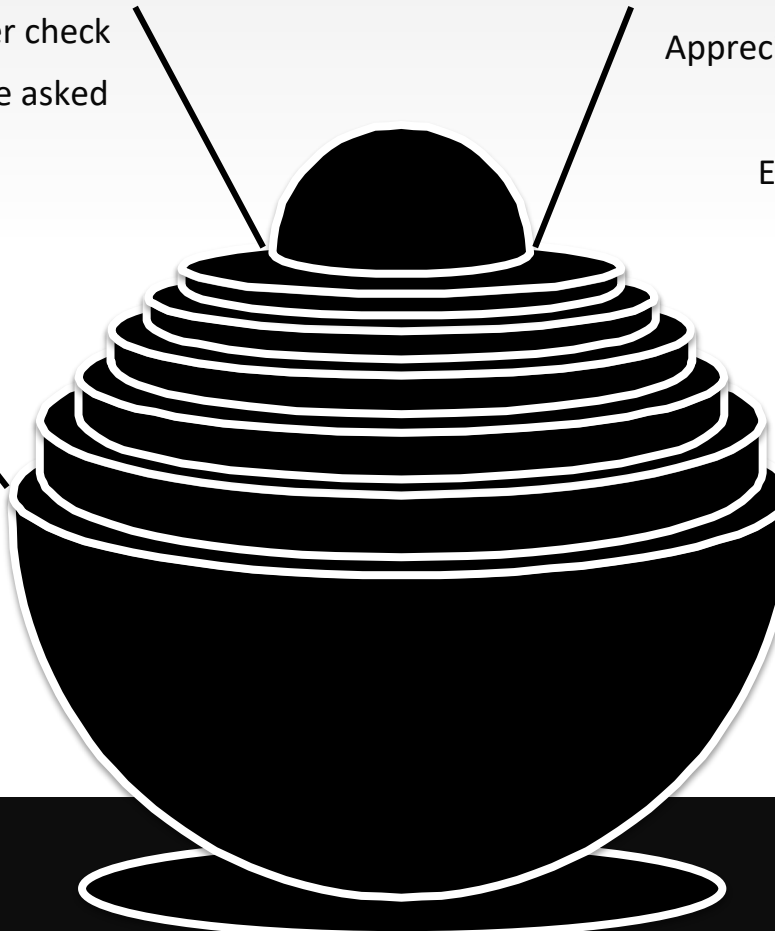
Emails, voicemails, and other technologies  
can be used for collecting information  
Regular performance meetings should be  
conducted

Appreciating people when they handle  
their tasks well  
Encourage self-monitoring

While monitoring  
Identify what you want to  
measure

Take an inventory of the data  
available to measure  
Design the measures  
Track the measures over time and  
cross check regularly

If targets are set by the workforce  
themselves:  
They take responsibility  
Take pride in their performance  
When they fail, they won't blame  
anybody else.  
If something goes wrong find out  
what went wrong.



# Monitoring & Measuring Change

## KEY LEARNING

- ✓ To bring about a change:
- ✓ Time is required
- ✓ Training needs to be provided
- ✓ Individuals need to be prepared to get trained
- ✓ New processes and procedures need to be documented
- ✓ Teams should be encouraged to learn, grow, and make mistakes
- ✓ Application of new techniques, methods, and ideas is necessary
- ✓ There has to be leadership involvement
- ✓ Dedication to the mission
- ✓ Respect for the individuals
- ✓ Decentralized organization
- ✓ Management by fact
- ✓ Empowerment

