

CHANGE MANAGEMENT

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Abstract

Change management is a structured approach to shifting/transitioning individuals, teams, and organizations from a current state to a desired future state. Organizational Change Management should begin with a systematic diagnosis of the current situation in order to determine both the need for change and the capability to change. Change management has at least three different aspects, including: adapting to change, controlling change, and effecting change. Organizational process aimed at helping employees to accept and embrace changes in their current business environment. Enterprise Transformation is driven by an underlying strategy that organizes and energizes People to understand, embrace and make full use of new Process and Technology Degree of success of this endeavour is measured by the level and nature of the Business Impact achieved.

Every change management has some customizations or configurations that you need to preserve during updates or wish to apply quickly to a second server. Often it is important to know just where all those changes were made, when they were made, and what the changes were - be it for troubleshooting a problem or to ensure quick and problem-free upgrades. We will look at techniques for facilitating this process. Most people prefer predictability and stability in both their personal and professional lives. People typically avoid situations that upset order, threaten their self-interests, increase stress or involve risk. When faced with changes to the status quo, people usually resist initially. Change does not substantially alter the way a leader leads; change only reinforces that leaders must always use their skills to lead every day.

Abbreviations: Adapting to change, controlling to change, and Effecting change

Introduction

Change management is a structured approach to shifting/transitioning individuals, teams, and organizations from a current state to a desired future state. It is an organizational process aimed at helping employees to accept and embrace changes in their current business environment.^[1] In project

management, change management refers to a project management process where changes to a project are formally introduced and approved.^[2]

Change management is a systematic approach to dealing with change, both from the perspective of an organization and on the individual level. A somewhat ambiguous term, change management has at least three different aspects, including: adapting to change, controlling change, and effecting change. A proactive approach to dealing with change is at the core of all three aspects. For an organization, change management means defining and implementing procedures and/or technologies to deal with changes in the business environment and to profit from changing opportunities.

Examples of Organizational Change

1. Mission changes,
2. Strategic changes,
3. Operational changes (including Structural changes),
4. Technological changes,

Change Management processes may include creative marketing to enable communication between change audiences, but also deep social understanding about leadership's styles and group dynamics. As a visible track on transformation projects, Organizational Change Management aligns groups' expectations, communicates, integrates teams and manages people training. It makes use of performance metrics, such as financial results, operational efficiency, leadership commitment, communication effectiveness, and the perceived need for change to design appropriate strategies, in order to avoid change failures or solve troubled change projects.

Successful change management is more likely to occur if the following are included:

1. Benefits management and realization to define measurable stakeholder aims, create a business case for their achievement (which should be continuously updated), and monitor assumptions, risks, dependencies, costs, return on investment, dis-benefits and cultural issues affecting the progress of the associated work.
2. Effective Communications that informs

various stakeholders of the reasons for the change (why?), the benefits of successful implementation (what is in it for us, and you) as well as the details of the change (when? where? who is involved? how much will it cost? etc.).

3. Devise an effective education, training and/or skills upgrading scheme for the organization.
4. Counter resistance from the employees of companies and align them to overall strategic direction of the organization.
5. Provide personal counseling (if required) to alleviate any change related fears.

Monitoring of the implementation and fine-tuning as required.

Ten basic principles for Change management:

Change management is a basic skill in which most leaders and managers need to be competent. There are very few working environments where change management is not important.

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

1. Different people react differently to change
2. Everyone has fundamental needs that have to be met
3. Change often involves a loss, and people go through the “loss curve”
4. Expectations need to be managed realistically
5. Fears have to be dealt with
6. At all times involve and agree support from people within system (system = environment, processes, culture, relationships, behaviours, etc., whether personal or organisational).
7. Understand where you/the organisation is at the moment.
8. Understand where you want to be, when, why, and what the measures will be for having got there.
9. Plan development towards above No.3 in appropriate achievable measurable stages.
10. Communicate, involve, enable and facilitate involvement from people, as early and openly and as fully as is possible.

Scope of change management

The purpose of defining these change management areas is to ensure that there is a common understanding among readers. Tools or components of change management include:

- Change management process
- Readiness assessments

- Communication and communication planning
- Coaching and manager training for change management
- Training and employee training development
- Sponsor activities and sponsor roadmaps
- Resistance management
- Data collection, feedback analysis and corrective action
- Celebrating and recognizing success

Change management process

The change management process is the sequence of steps or activities that a change management team or project leader would follow to apply change management to a project or change. Based on Prosci’s research of the most effective and commonly applied change, most change management processes contain the following three phases:

Phase 1 - Preparing for change (Preparation, assessment and strategy development)

Phase 2 - Managing change (Detailed planning and change management implementation)

Phase 3 - Reinforcing change (Data gathering, corrective action and recognition)

The key phases for managing employees during change:

1. Awareness of the need to change
2. Desire to participate and support the change
3. Knowledge of how to change (and what the change looks like)
4. Ability to implement the change on a day-to-day basis
5. Reinforcement to keep the change in place

The six phases personal or professional change

1. Anticipation. The waiting stage. They really don’t know what to expect so they wait, anticipating what the future holds.
2. Confrontation. People begin to confront reality. They realize that change is really going to happen or is happening.
3. Realization. Post change - Realizing that nothing is ever going to be as it once was.
4. Depression. Often a necessary step in the change process. This is the stage where a person mourns the past. Not only have they realized the change intellectually, but now they are beginning to comprehend it emotionally as well.
5. Acceptance. Acceptance of the change emotionally. Although they may still have reservations, they are not fighting the change at this stage. They may even see some of the

benefits even if they are not completely convinced.

6. Enlightenment. In Phase 6, people completely accept the new change. In fact, many wonder how they ever managed the “old” way. Overall, they feel good about the change and accept it as the status quo from here forward.

It is important to note that people in your organizations will proceed through the different phases at different rates of speed. One person may require two months to reach Phase 6 while another may require twelve. To make things even more complex, the cycle of change is not linear. In other words, a person does not necessarily

Resistance to Change

Most people prefer predictability and stability in both their personal and professional lives. People typically avoid situations that upset order, threaten their self-interests, increase stress or involve risk. When faced with changes to the status quo, people usually resist initially. The resistance continues and, in some cases increases, until they are able to recognize the benefits of change and perceive the gains to be worth more than the risk or threats to their self-interests. James O’Toole points out in his book, *Leading Change*, that people resist change due to the fundamental human objection to having the will of others imposed upon them.

People resist change when:

- They believe change is unnecessary or will make the situation worse.
- They fear that the change will mean personal loss - of security, money, status, friends or freedom.
- They had no input into the decision.
- The change was a surprise.
- They are not confident that the change will succeed.
- They feel manipulated because the changes were kept secret during the planning stage.
- They subscribe to the belief, “If it’s not broken, don’t fix it.”
- They believe that the organization lacks the necessary resources to implement the change.
- People support change when:
- They expect that it will result in some personal gain.
- They expect a new challenge as a result.
- They believe that the change makes sense and is the right thing to do.
- They were given an opportunity to provide

input into the change.

- They respect the person who is championing the change.
- They believe it is the right time for the change.

Leaders should anticipate resistance to any change effort, prepare for it, and make special efforts to assess and deal with individual reactions to change. Leaders must develop the proper attitude toward resistance to change and realize that it is neither good nor bad. In fact, resistance can serve as a signal that there are ways in which the change effort should be modified and improved. The following steps should help leaders faced with resistance to their change attempts:

- Actively seek out people’s thoughts and reactions to the proposed changes.
- Listen carefully. Do not launch into lengthy diatribes justifying the change - in the early stages, people are not interested in that. They want to be heard and have their concerns attended to. Recognize that it takes time to work through reactions to change.
- Engage people in dialogue about the change. Leaders should do this only after fully understanding the specific concerns of others.
- Involve Others

There is no better way to minimize resistance to change than to involve those responsible for implementing it and those affected by it. If there is no involvement early on in the planning, during the implementation and throughout perpetuation, the change effort will fail. When people feel that they are valued participants in planning and implementing the change, they are more likely to be motivated toward successful completion. The following techniques are effective ways to get people involved and gain their commitment to change efforts:

- Determine who must be involved in planning the change and include them in the decision making process. Err on the side of involving more people rather than fewer. If there is a question as to whether or not a certain person’s support will be needed, include them.
- Ensure that people from all levels of the organization are involved in planning the change process. This means involving the people that are at the on the floor level as well. It will be these people who will make the change process succeed or fail.
- Consult with employees from the areas affected by the change when determining the steps needed for change.

- Seek input from people at all levels to establish realistic time frames for specific actions.
- When possible, run a test program with a selected work unit and solicit feedback on what is working well, where the problem areas are and how to work out any difficulties.
- Publicly recognize any employees whose suggestions are used in the change process.
- Design a mechanism that provides ongoing feedback from employees throughout the change effort. Involved people are an effective barometer of what is working well and what is not working well. Ask them to suggest improvements.

A TO Z TECHNIQUES' FOR CHANGE MANAGEMENT

These are techniques for creating change in any organization. Here is an alphabetic list of some of the methods you can use.

- Addressing Concerns: So removing objections.
- Boiling the Frog: Incremental changes may well not be noticed.
- Burning Bridges: Ensure there is no way back.
- Burning Platform: Expose or create a crisis to get things going.
- Challenge: Inspire them to achieve remarkable things.
- Coaching: Psychological support for executives.
- Command: Tell them what to do.
- Destabilizing: Shake people of their comfort zone.
- Evidence for Change: Cold, hard data to show need for change.
- Evidence Stream: Show them time and again that the change is happening.
- Education: Learn them to change.
- Facilitation: Use a facilitator to guide team meetings.
- First Steps: Make it easy to get going.
- Golden Handcuffs: Keep key people with delayed rewards.
- Institutionalization: Building change into the formal systems and structures.
- Involvement: Give them an important role.
- Management by Objectives (MBO): Tell people what to do, but not how.
- Management Causality Mapping: Helping a team see its own role.
- Managing Timescales: Control when things happen.
- Open Space: People talking about what interests them.
- Rationalization Trap: Get them into action first.
- Re-education: Train the people you have in new knowledge/skills.
- Restructuring: Redesign the organization to force behaviour change.
- Reward Alignment: Align rewards with desired behaviours.
- Rites of Passage: Use formal rituals to confirm change.
- Setting Goals: Give them a formal objective.
- Shift-and-Sync: Change a bit then pause to restabilize.
- Socializing: Build it into the social fabric.
- Spill-and-Fill: Incremental movement to a new organization.
- Stepwise Change: Breaking things down into smaller packages.
- Visioning: Create a motivating view of the future.
- Whole-System Planning: Everyone planning together

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. Empowers 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:

Changes are the constant things in the world so adapting the changes will lead to survival of fitness. Changes should be in the way of enhancing the knowledge and career development of the employees. Changes should not be in the way of demotivating the employees. Today most of the organisations facing problems like resistance to change at the time the organisation must take a proper step to avoid the resistance to change. Organisation in the need of convincing the employees and must create a awareness among the employees regarding the new technologies and importance of change.

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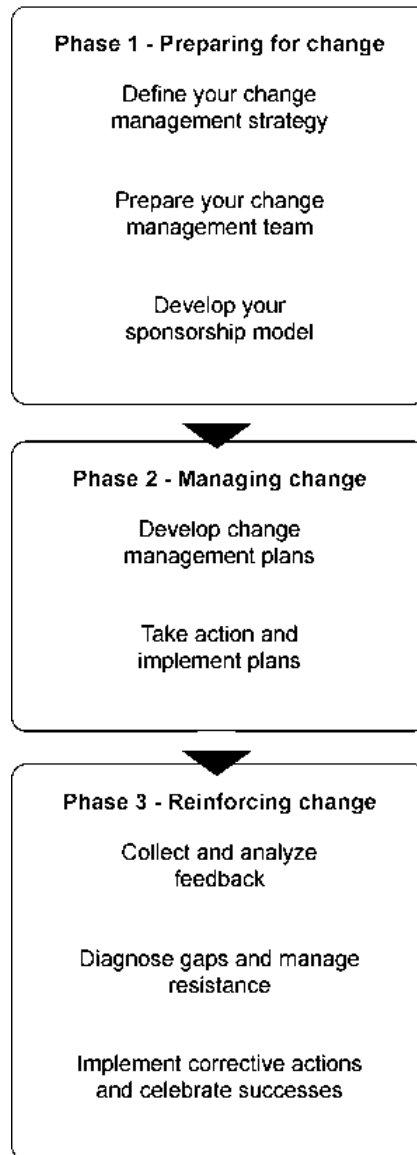
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FIGER NO: 1 Change Management Process

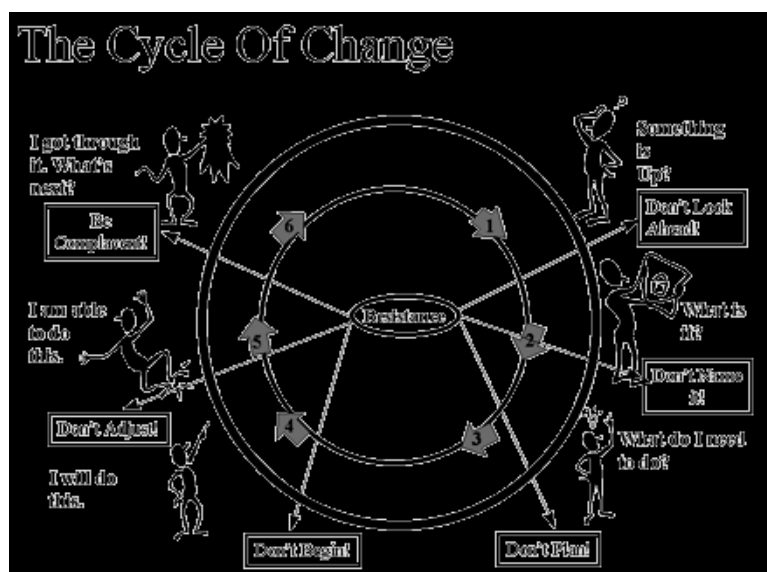


FIGURE NO: 2 Change Management Cycle