

# Organizational Change

**Kartik Chandra Das**

# What is Change?

- **Making things different.**
- **Alternation in a system**
- **Coping process of moving from a unsatisfactory present state to a desired state**



# Forces of Change

- **External Forces**
- **Internal Forces**





# Internal Forces

- Change in managerial personnel
- Deficiency in existing system
- Technological changes
- Resources constraints

# Planned Change

- Activities that are intentional and goal oriented.
- **Results from deliberate attempts by managers to improve organizational operations**



# Planned and Unplanned Organizational Changes



## planned Changes

- Changes in products and services
- Changes in administrative systems
- Changes in organizational size or structure
- Introduction of new technologies
- Advances in information processing and communication

## Unplanned Changes

- Changing employee demographics
- Performance gaps
- Governmental regulations
- Economic competition in the global arena

# Change Agents

Persons who act as catalysts and assume the responsibility for managing change activities.

## Goals of Planned Change:

Improving the ability of the organization to adapt to changes in its environment.

Changing the behavior of individuals and groups in the organization.



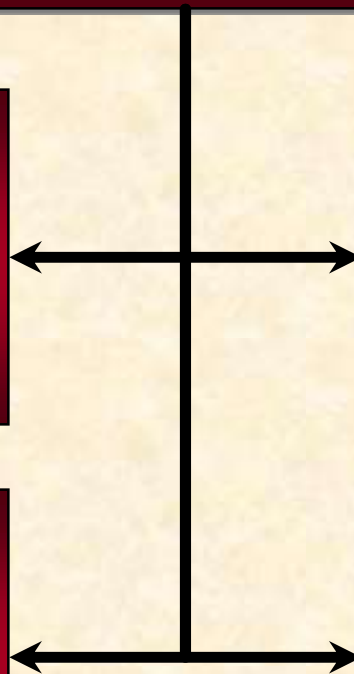
# What Can Change Agents Change?

**Structure**

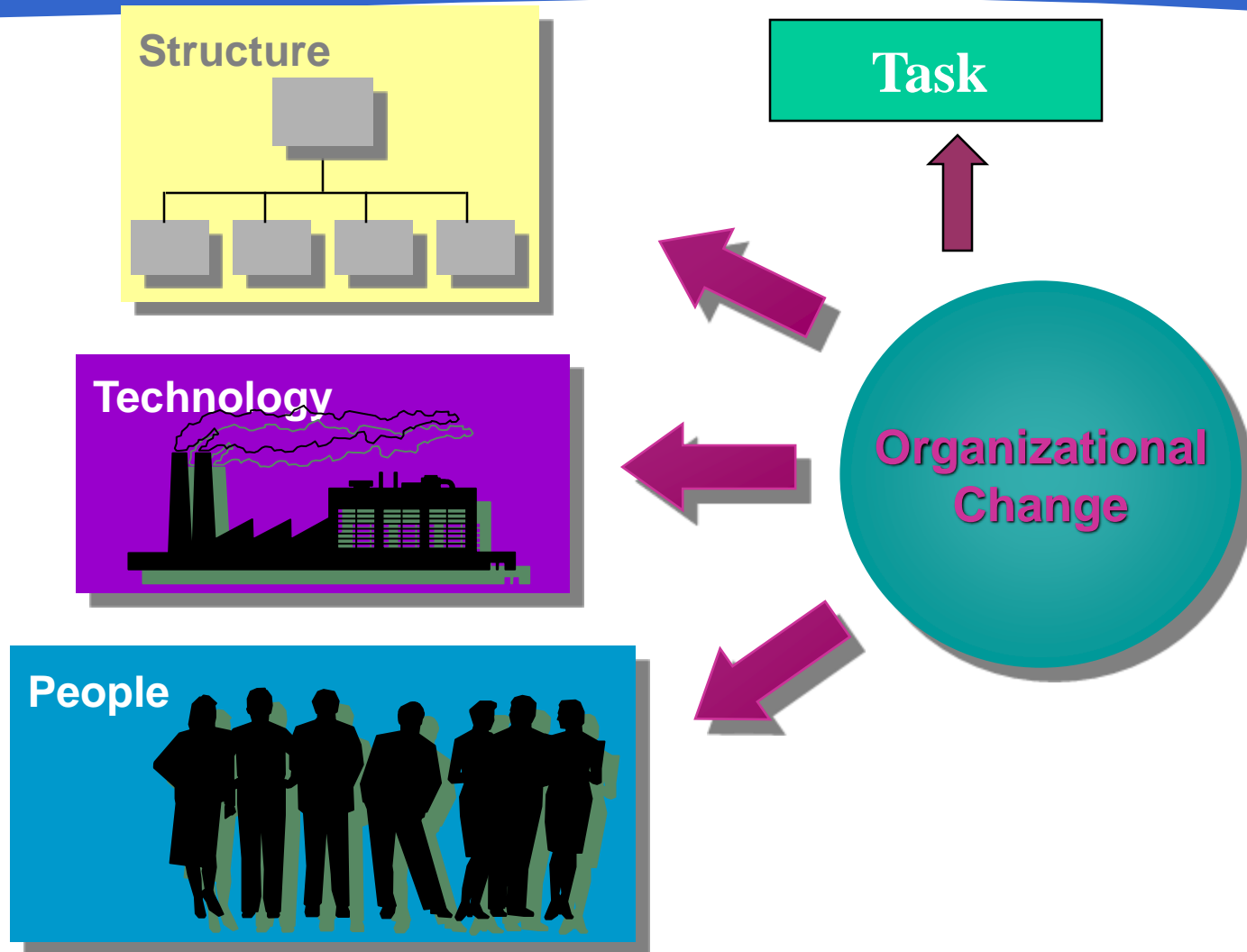
**Technology**

**Physical  
Setting**

**People**



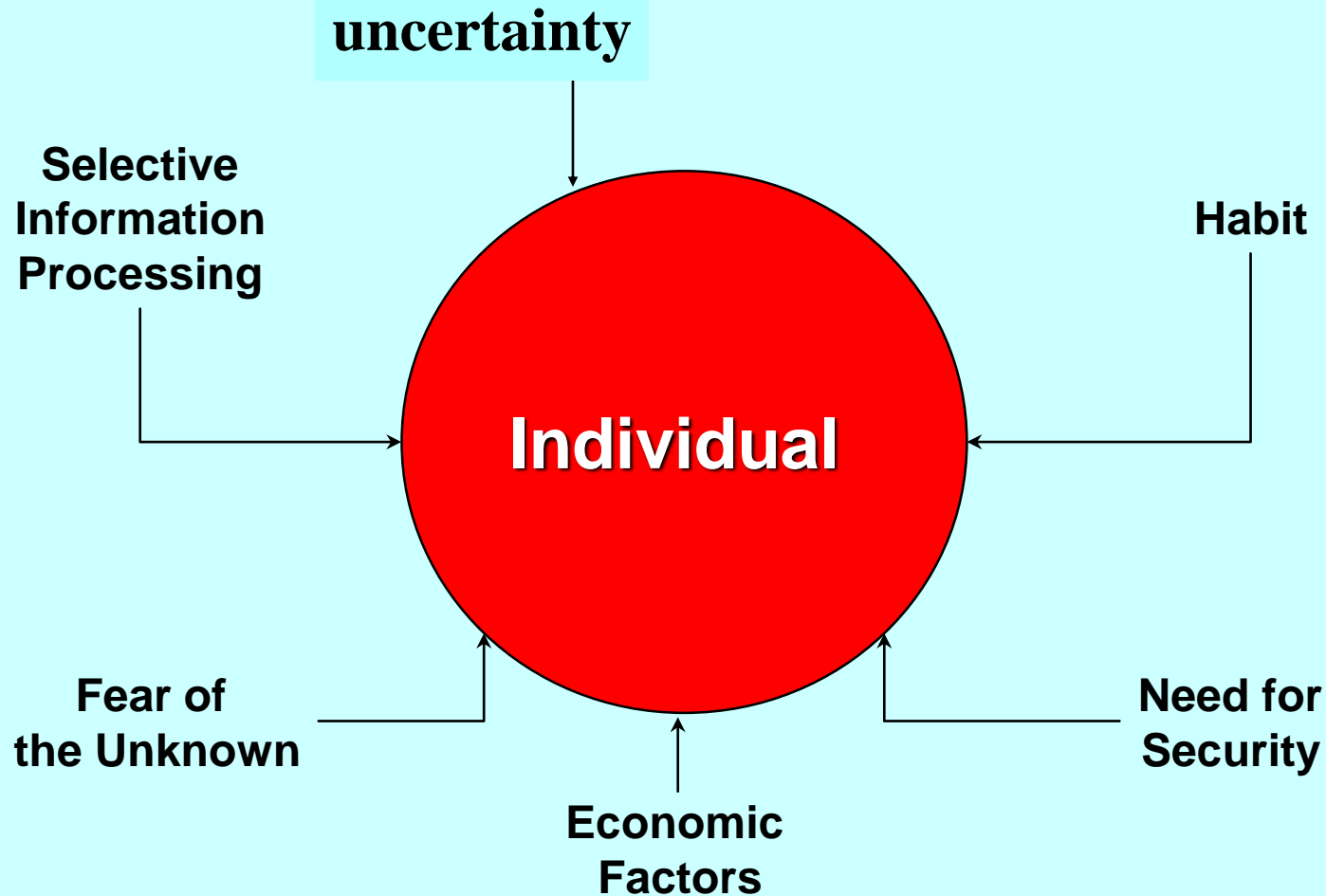
# Targets of Organizational Change



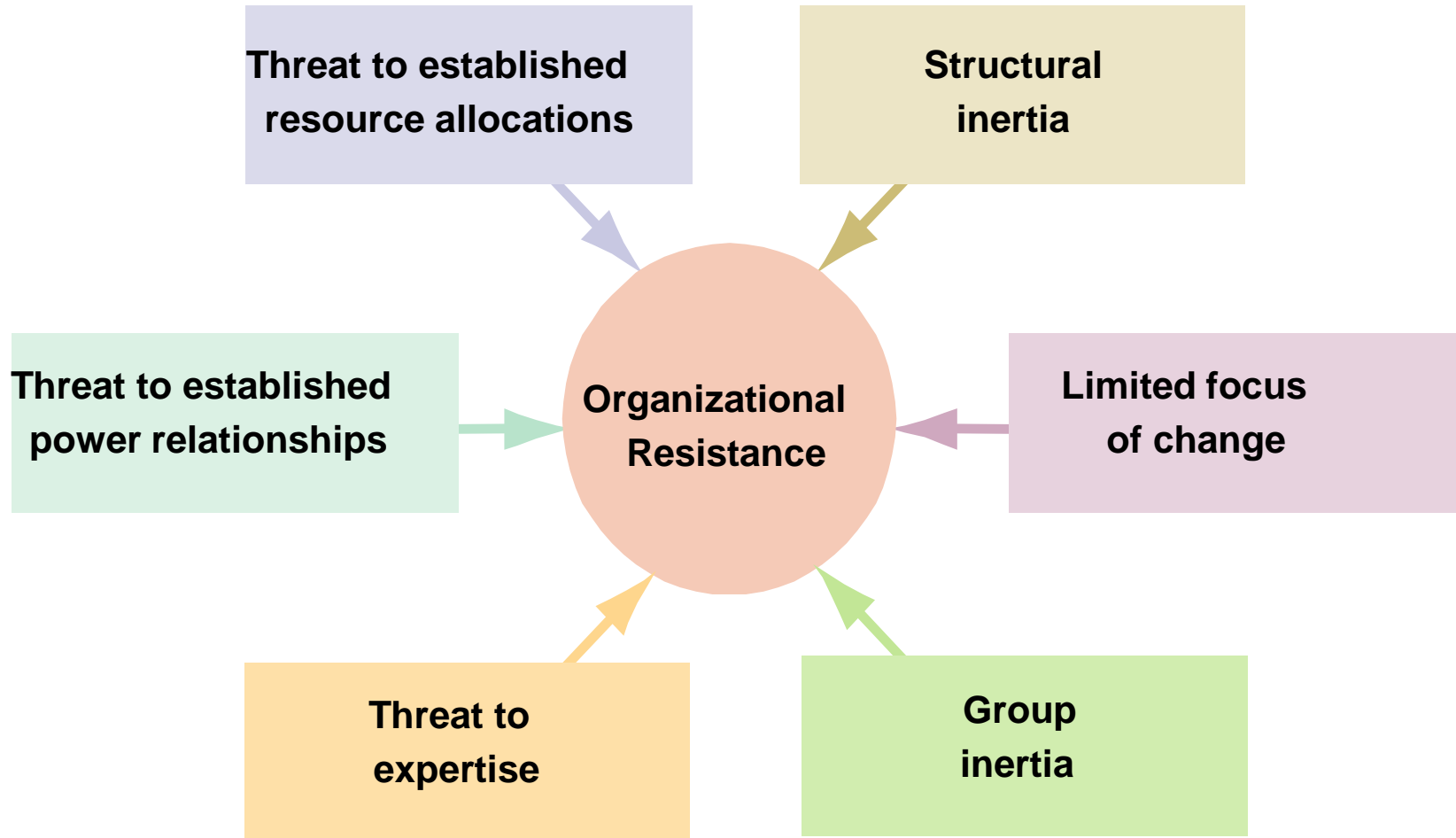
# **Resistance to Change**

- **Forms of Resistance to Change**
  - **Overt and immediate**
    - **Voicing complaints, engaging in job actions**
  - **Implicit and deferred**
    - **Loss of employee loyalty and motivation, increased errors or mistakes, increased absenteeism**

# Individual Resistance to Change



# Organizational Resistance to Change



# **Overcoming Resistance to Change**

**Education and  
Communication**

**Participation**

**Negotiation**

**Facilitation  
and Support**

**Manipulation  
and Cooptation**

**Coercion**

# Steps in the Planned Change Process

Recognize the need  
for change

Diagnose the  
problem

Planning for  
change.

Implement  
change

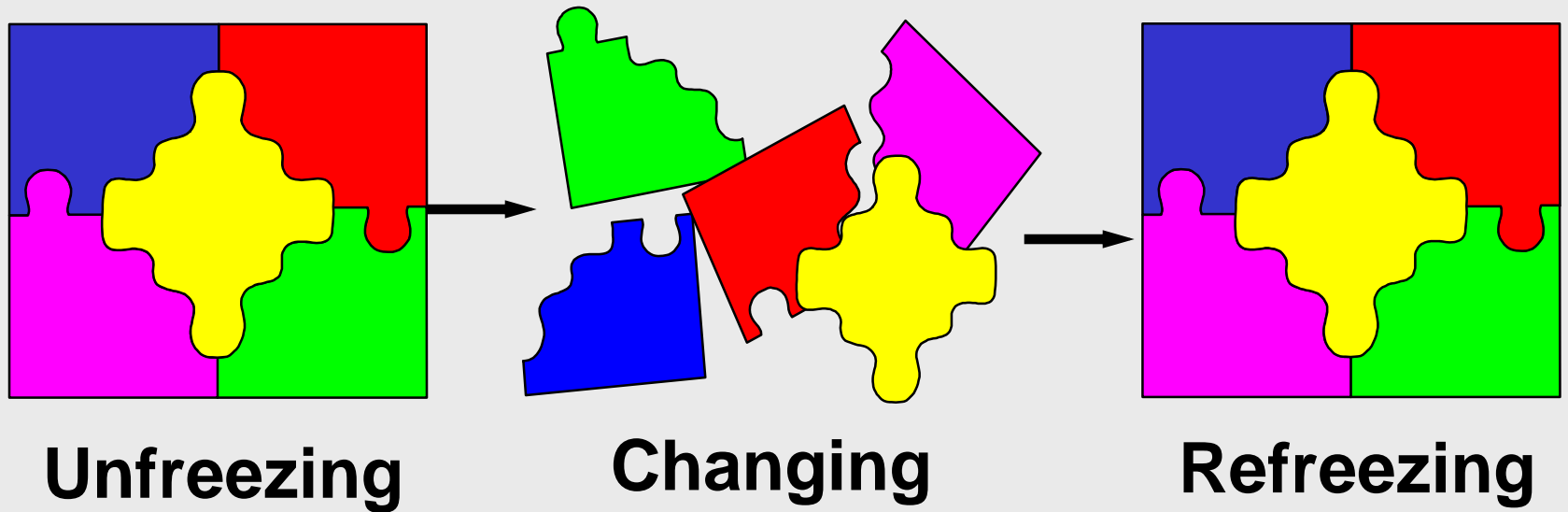
Evaluation and  
follow off.

# Approaches To Managing Change

- Lewin's Three-Step Model
- Kotter's Eight-Step Plan for Implementing Change
- Action Research



# Organizational Change



**Lewin's Three-Step Process**

- Unfreezing--melting away resistance
- Change--departure from the status quo
- Refreezing--change becomes routine and stabilised

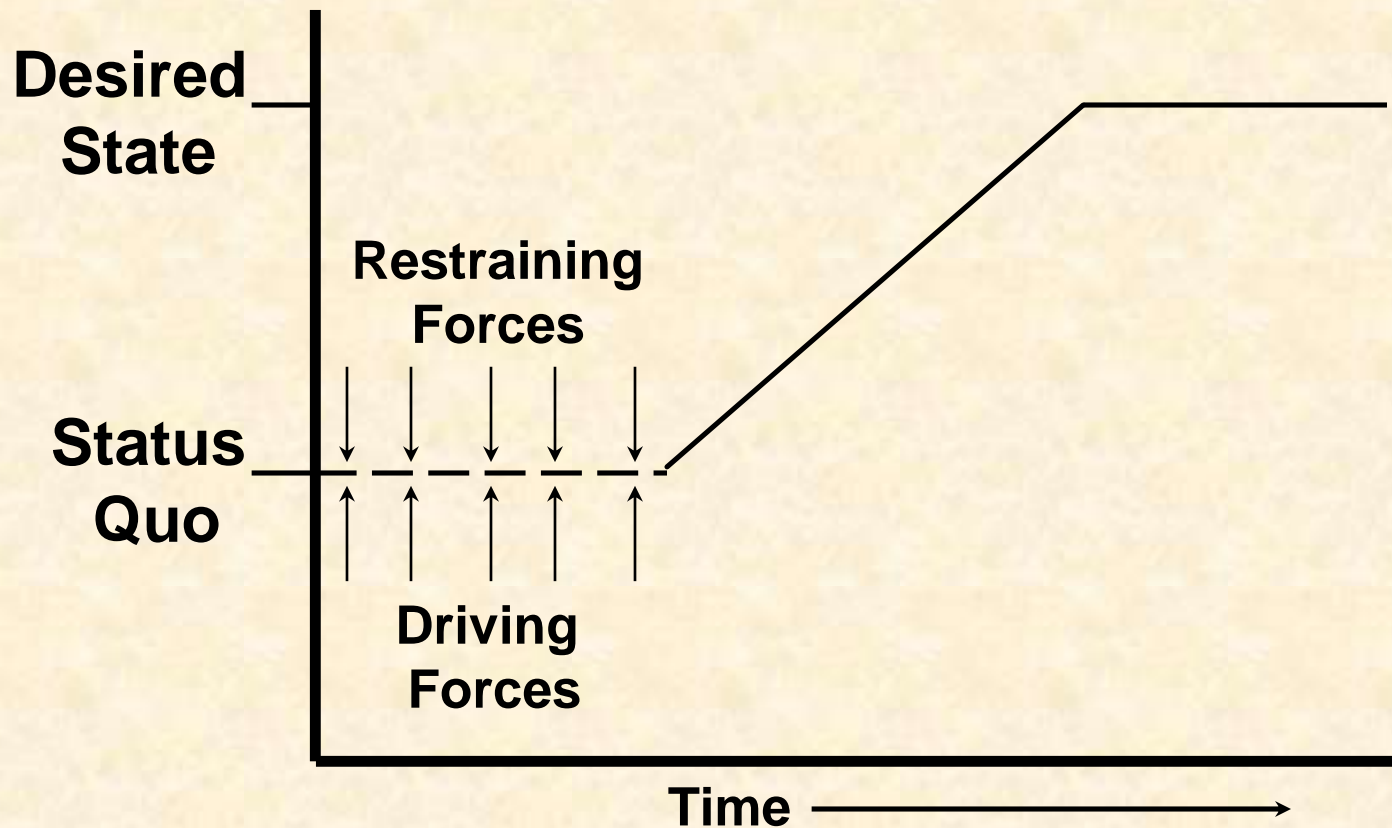


# Lewin's Force Field Analysis Model

- Increase driving forces that drive change
- Reduce restraining forces that resist change
- or do both



# Force Field Analysis Model



# Kotter's Eight-Step Plan for Implementing Change

- Establish a sense of urgency.
- Form a powerful coalition of supporters of change.
- Create a vision of change.
- Communicate the vision of change.
- Empower others to act on the vision.
- Plan and create short-term wins.
- Consolidate improvements and produce still more change.
- Institutionalize new approaches.

# Action Research

A change process based on systematic collection of data and then selection of a change action based on what the analyzed data indicate.

## **Action research benefits:**

**Problem-focused rather than solution-centered.**

**Heavy employee involvement reduces resistance to change.**

# Action Research Process

*One:*  
**Diagnosis**

*Three:*  
**Feedback**

*Two:*  
**Analysis**

*Four:*  
**Action**

*Five:*  
**Evaluation**



# Organizational Development

- **Respect for people**
- **Trust and support**
- **Power equalization**
- **Confrontation**
- **Participation**





# Five OD Interventions

- **Intergroup development**
- **Process consultation**
- **Sensitivity training**
- **Survey feedback**
- **Team building**

