



Change management

Lecture 5



Content

- Introduction
- What is change?
- Types of change



How does change differ from ...?

- Innovation
- Learning
- Development
- Evolution
- Revolution
- Acculturation
- Adjustment
- Crisis



What is the nature of reality? How do we view change?

VIEW 1

- Is the world stable, and change something 'difficult' to be managed back to stability?



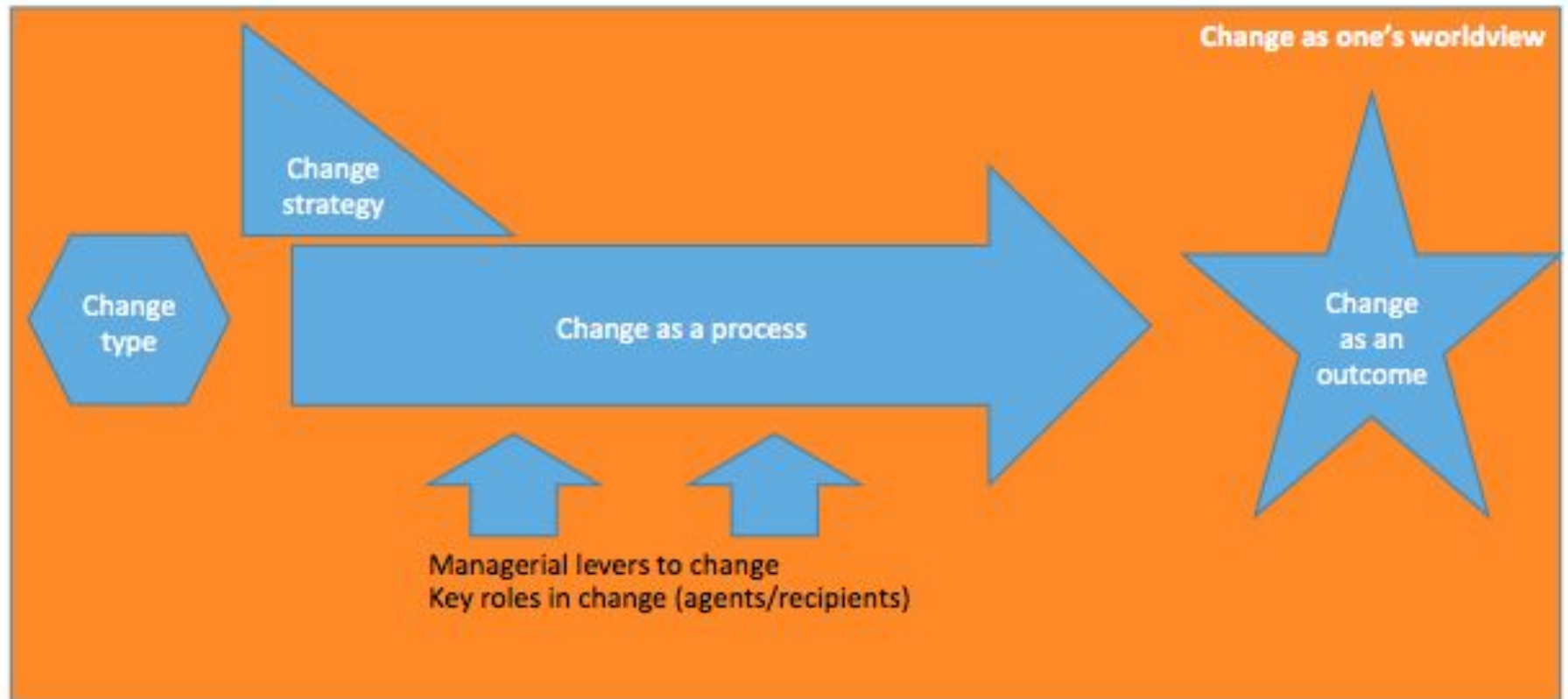
What is the nature of reality? How do we view change?

VIEW 2

- Or is the world in constant change, change being a natural state?

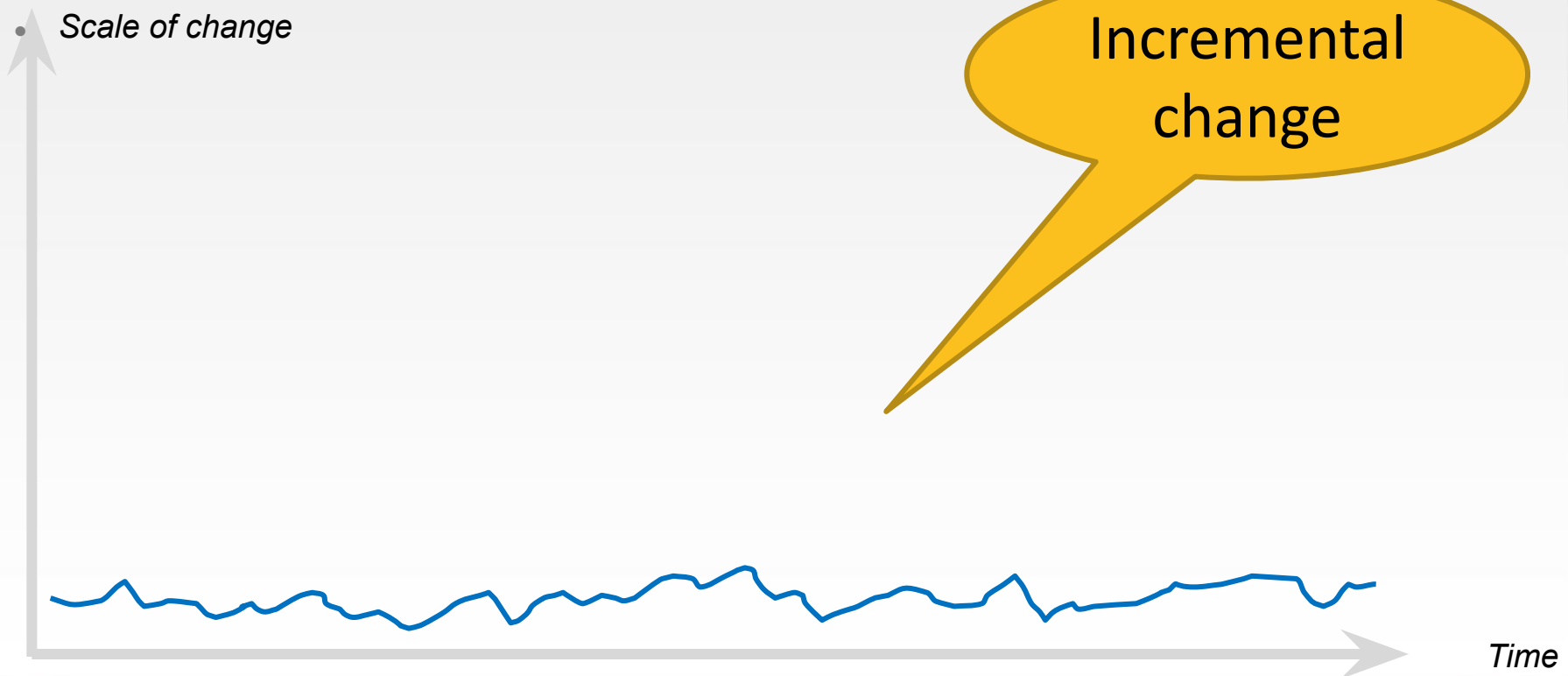


CHANGE???





Change types in organizations





Change types in organizations





Change types in organizations





Change occurs at many levels of analysis, e.g.



	Incremental change	Situated major changes	Continuous change
AT THE LEVEL OF THE <u>INDIVIDUAL</u>			
AT THE LEVEL OF THE <u>GROUP</u>			
AT THE LEVEL OF THE <u>ORGANIZATION</u>			
AT THE LEVEL OF <u>NATIONS</u>			

Reference: [Burnes, 2009. Managing change.](#)



Evolution in theories of organizational change



Demers, 2007, Organizational change theories



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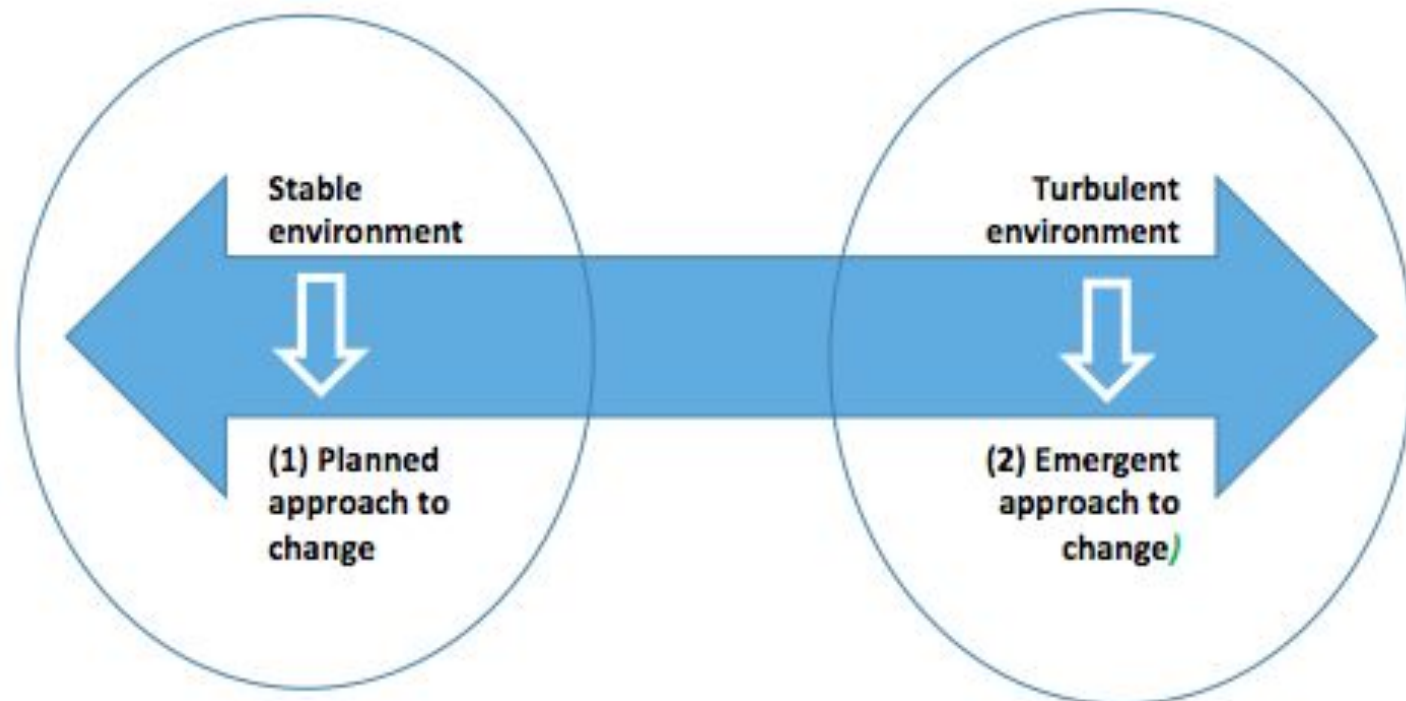


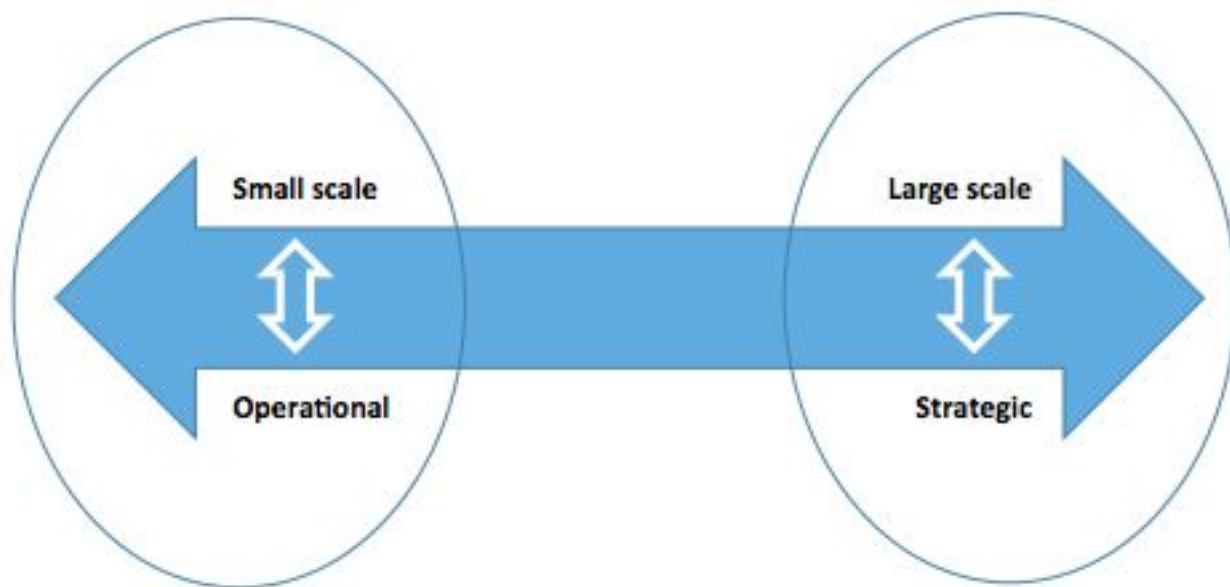
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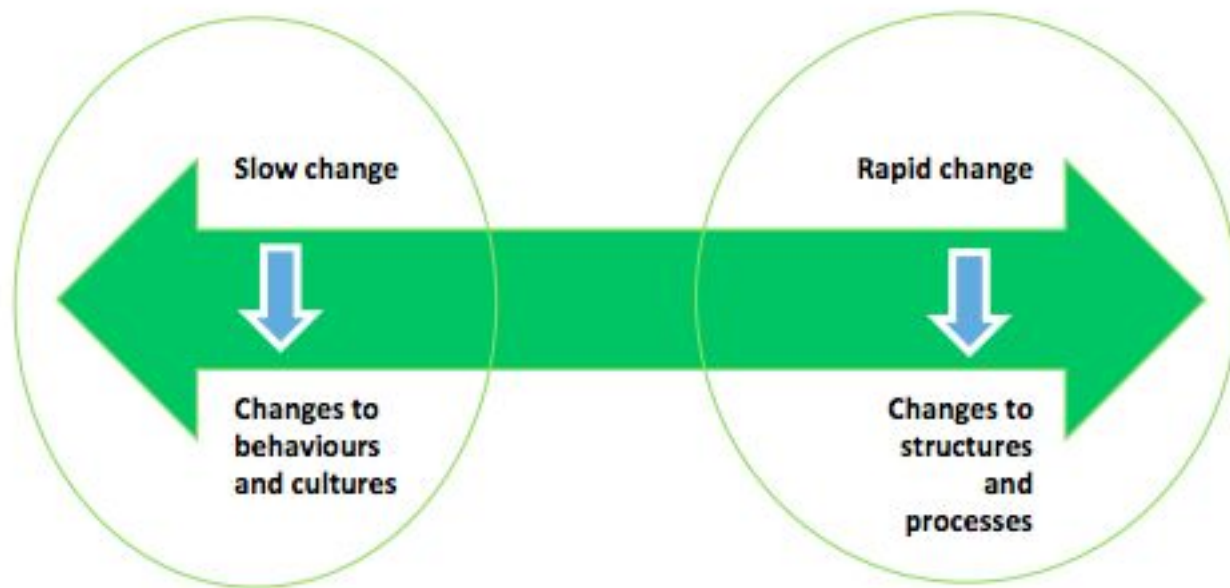


Adopted approach to change depends on the environmental context





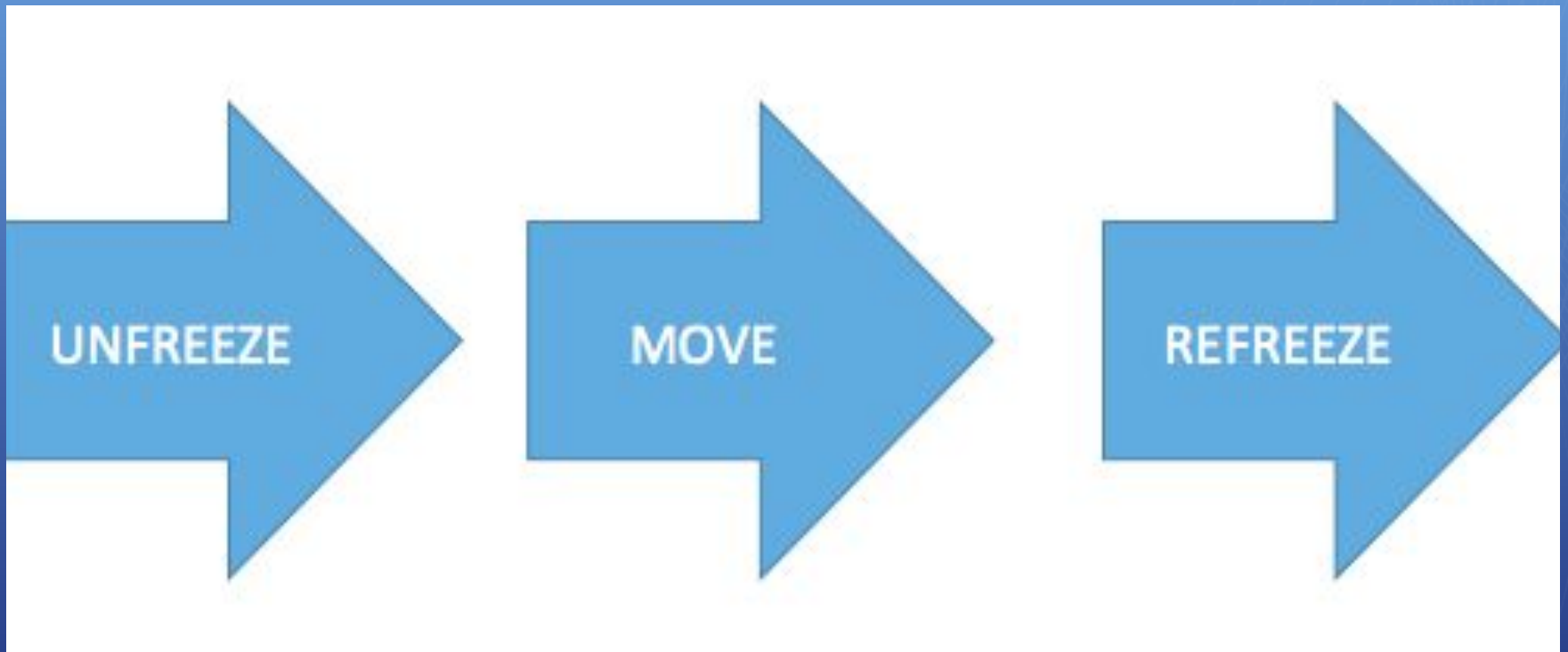
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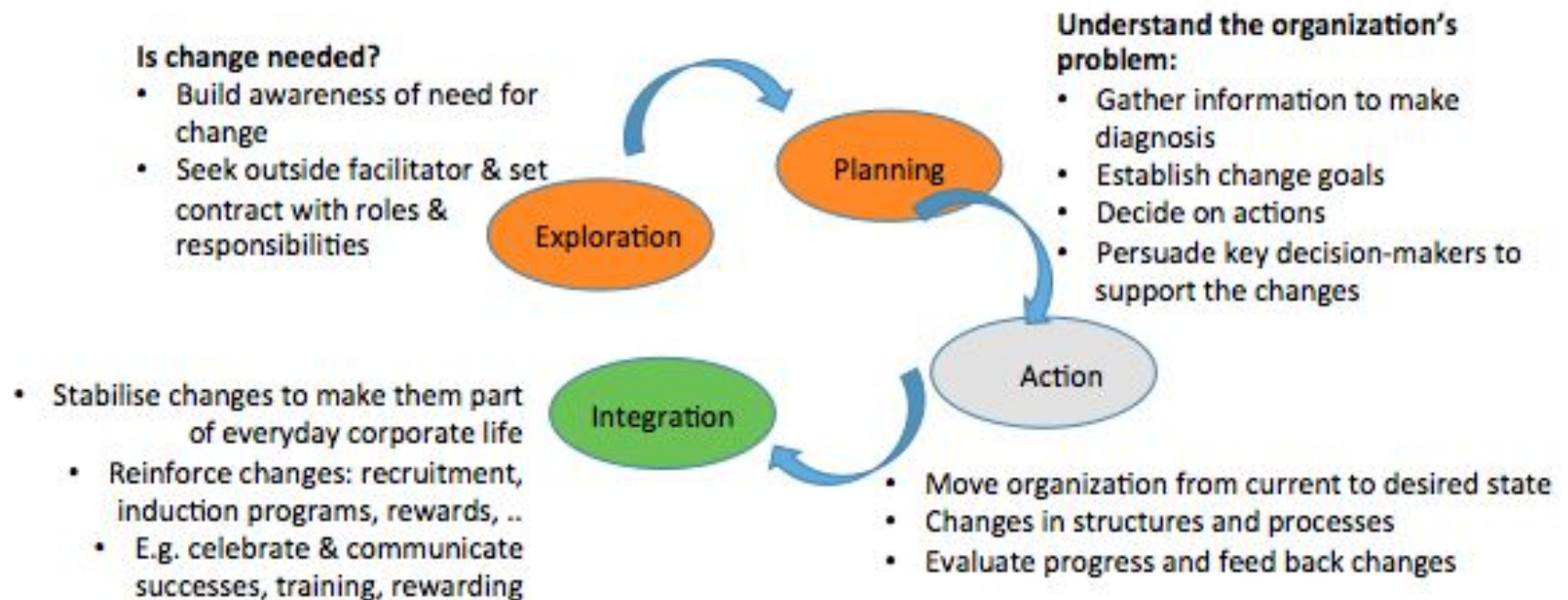
Kurt Lewin as the father of the planned change approach to change





Model of planned change

(Bullock and Batten, 1985)

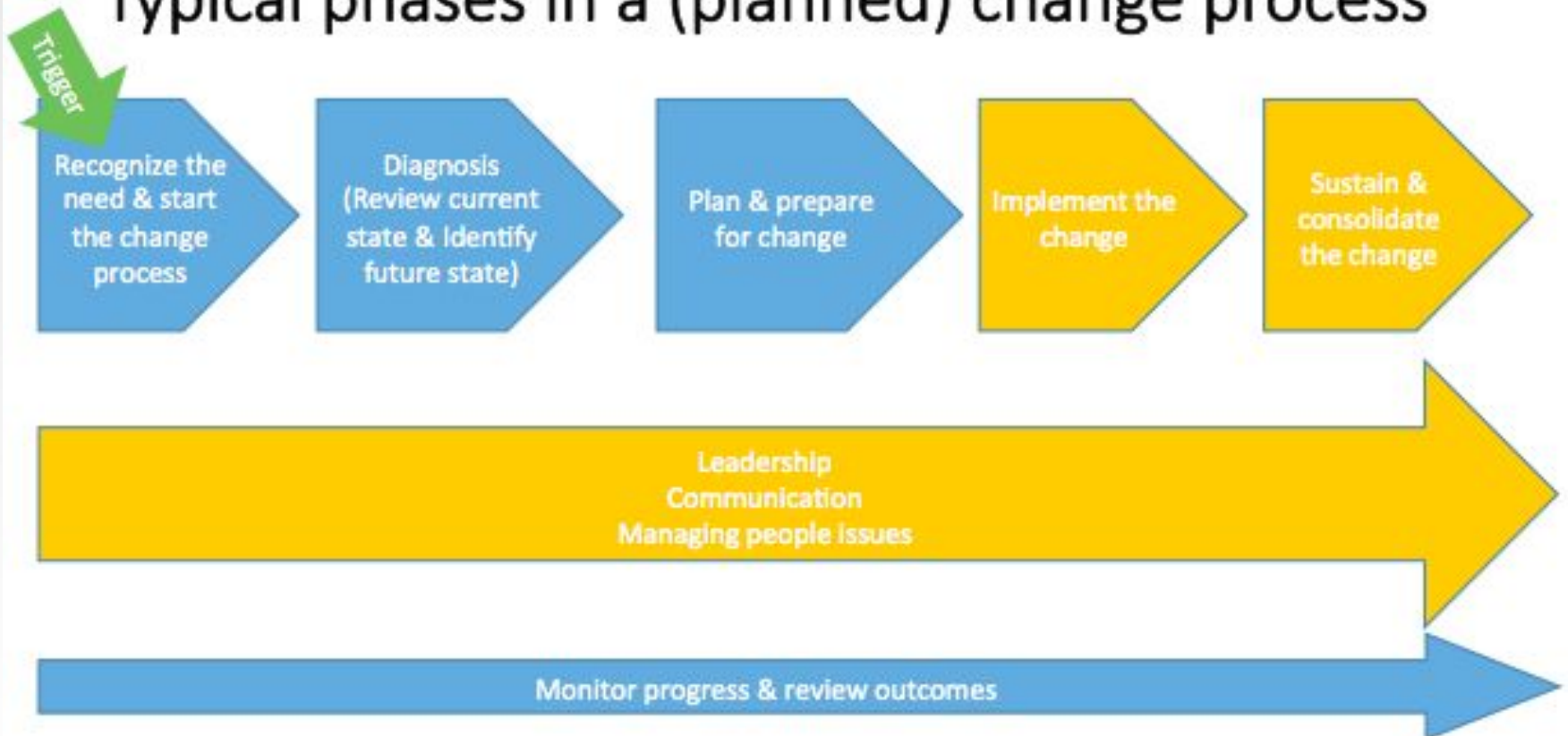


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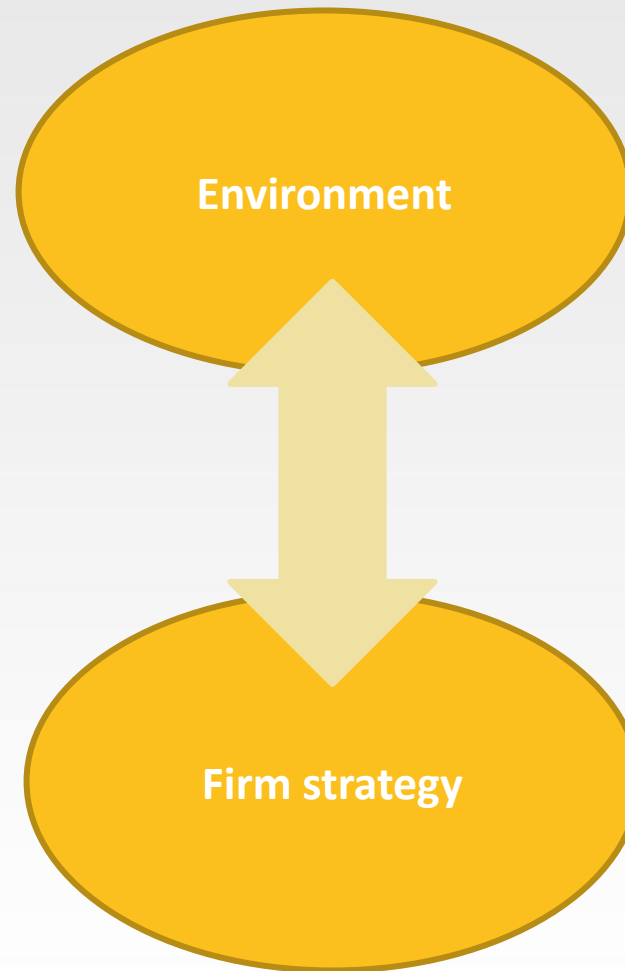
Note: this model integrates/summarizes many existing 'planned' models of change



Typical phases in a (planned) change process

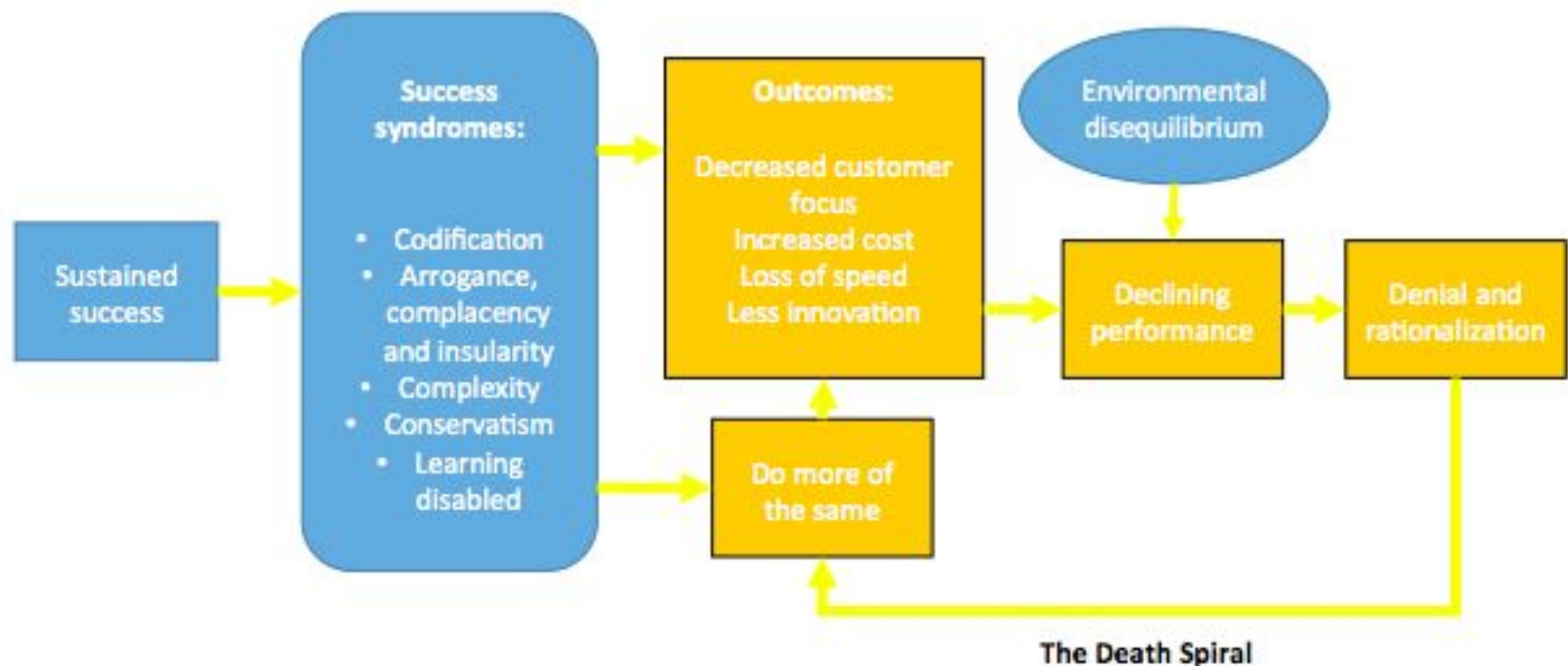


Hayes, John. 2010. *The practice and theory of change management*. Palgrave Macmillan.





The trap of success



Nadler, D A & Shaw R B. 1995. *Discontinuous Change: Leading Organizational Transformation*. Jossey-Bass.



Measuring organizational effectiveness

- Organizational purpose & desired outcomes (% organization type)
- Stakeholder perspective from which the assessment is made
 - E.g. customers, suppliers, employees, wider community, ..
- What is the level of the organization assessed?
 - Corporation, business division, unit, department, team, individual, ..
 - Need for alignment of indicators across the organization
- What is the timeframe used?
 - E.g. short, medium, long-term
- What are helpful benchmarks?



Assessing organizational effectiveness:



The balanced scorecard approach





Diagnosing the problem:

Use of diagnostic models

Strategy models

Analysing the firm's external environment

- PESTEL analysis
- Industry life cycle
- Contingency theory
- Porter's five forces

Fit between internal & external environment

- SWOT analysis
- Stakeholder analysis
- ..

Organizational models

Analysing the firm's internal environment

- McKinsey 7S Framework
- Firm life cycle analysis
- Value chain analysis
- ..



RESEARCH?! RESEARCH!



Develop a change plan



- Appoint a transition manager
- Identify what needs to be done
- Develop an implementation plan
 - Identify the end state / actions / key activities
- Use multiple and consistent leverage points for change
- Schedule activities
- Provide resources
- Reward transition behaviours



**How to gain feedback,
and measure the
progress & outcomes of
change initiatives?**



During an intervention:

Monitoring during the implementation of the change plan

1. Are interventions on track?
2. Are interventions producing the desired results?
3. Is the change plan still valid? What changes are needed?



A balanced scorecard approach
(Kaplan & Norton, 1996), by
focusing on 3-5 key metrics
supporting your change initiative
/ your organization's vision

After an intervention:



Reviewing a change intervention

- Remember focusing on positives instead of negatives only!

1. **Improvement.** What was not done in this change intervention that we ought to do in the future?
2. **Deletion.** What went badly in this change intervention that we ought to make sure we don't do in the future?
3. **Continuation.** What went well in this change intervention that we ought to make sure we always do in the future?



Putting the review into action

- **Action.** How will we ensure that we action the points identified? Who follows up on these actions?
- **Organization-wide learning.** How do we ensure that this learning is captured and shared widely in the organization?
- **Adjusting.** Do we need to adjust our change processes/roles? Throughout the organization?
- **Systems.** Do you need improved systems/tools? How to get them?
- **Rewarding.** Who performed exceptionally well? How are these individuals rewarded?



Workshop 6

- Your group will present one of the innovation types. Choose whatever you want. Then the other groups will judge your presentation.



Workshop 4

1. Describe the structural, cultural and human resources variables that are necessary for innovation.
2. Provide your own examples – companies that changed some variables and present them.



Project Presentation - 1

- Your conditions: which context factors?
- Choose own innovation management process model.



HOMEWORK1:

PREPARE PICTURES – SHARE YOUR OPINION

- 1: What is our most common experience of change?
- 2: What constitutes good & effective change?
- 3: What constitutes negative change?



HOMEWORK2: CHANGE YOUR LIFE

FOR EXAMPLE,

- BRUSH YOUR TEETH WITH “WRONG” HAND ONE WEEK
- DRINK WATER FREQUENTLY
- THINK POSITIVELY
- START TO PLAN