

1: Steps in Planned Change

Managing Planned Organizational Change Process A planned change is a change planned by the organization; it does not happen by itself. It is affected by the organization with the purpose of achieving something that might otherwise be unattainable or attainable with great difficulty.

Why Change Can Be Difficult to Accomplish Change can be difficult for you and your client to accomplish for a variety of reasons. People are afraid of the unknown. They communicate their fear through direct means, such as complaining about the plans for change. Or, they communicate their fear indirectly, for example, coming late to meetings and not taking agreed-upon actions. People think things are just fine. This might occur if the executives in the organization have not adequately communicated the need for the change. People are inherently cynical about change. This cynicism often occurs if earlier attempts at change were unsuccessful and it was not admitted to the employees. People doubt there are effective means to accomplish successful change. They may have read publications in which writers assert that most organizational change efforts fail. There may be conflicting goals in the organizational change effort. A conflicting goal might be, for example, to significantly increase resources to accomplish change, yet substantially cut costs to remain viable. That conflict can occur, especially if employees were not involved in the plans for the change. Change often goes against values held dear by members in the organization. For example, they might disagree that the organization should maximize profits more than contribute to their community. This situation is not uncommon, particularly in nonprofit organizations. People get burned out during the change effort. Organizational change usually takes longer to achieve than most people expect. This problem can occur if the question "Is this realistic?" Key leaders leave the organization. Especially in smaller organizations or organizations with very limited resources, leaders might not believe they are receiving sufficient value for what they are investing in the organization. They might conclude that it is better to just leave. Or, the change may not be going as expected, and the leaders are asked to leave. Participants do not understand the nature of planned change. Frequently, participants expect the change to be according to a well-designed, well-organized effort that has few surprises. When surprises do occur, they lose faith in the change effort and seek to abandon it. You can overcome many of those barriers if your consulting project meets the requirements for successful change listed below. Requirements for Successful Organizational Change Cummings and Worley, in their book *Organizational Change and Development* Fifth Edition, West Publishing, , describe a comprehensive, five-phase, general process for managing change, including: That process seems suitable for organizing and describing general guidelines about managing change. Whatever model you choose to use when guiding organizational change, that model should include the priorities and areas of emphasis described in the following five phases of change. General guidelines for managing this phase include enlightening members of the organization about the need for change, expressing the current status of the organization and where it needs to be in the future, and developing realistic approaches about how change might be accomplished. Next, organization leaders need to recognize that people in the organization are likely to resist making major changes for a variety of reasons, including fear of the unknown, inadequacy to deal with the change and whether the change will result in adverse effects on their jobs. People need to feel that their concerns are being heard. Leaders must widely communicate the need for the change and how the change can be accomplished successfully. Leaders must listen to the employees – people need to feel that the approach to change will include their strong input and ongoing involvement. Creating Vision Leaders in the organization must articulate a clear vision that describes what the change effort will accomplish. It should readily convey the benefits to the employees, as well. Ideally, people in the organization have strong input to the creation of the vision and how it can be achieved. It is critically important that people believe that the vision is relevant and realistic. Research indicates that cynicism is increasing in organizations in regard to change efforts. People do not want their leaders to promote an idealized vision that will completely turn the organization around and make things better for everyone all the time. They want to feel respected enough by their leaders to be involved and to work toward toward a vision that is realistic, yet promising and rewarding in the long run.

Developing Political Support This phase of change management is often overlooked, yet it is the phase that often stops successful change from occurring. Politics in organizations is about power. Power is important among members of the organization when striving for the resources and influence necessary to successfully carry out their jobs. Power is also important when striving to implement a plan in which everyone is involved. Power also comes from credibility, whether from strong expertise or integrity. Some people have a strong negative reaction when talking about power because power too often is associated with negative applications, for example, manipulation, abuse or harassment. However, power exists in all human interactions and is not always bad. It is how the power is used that determines how the power is perceived. A strong mechanism for ensuring political support for the change effort is to develop a network of leaders at various level who interact and count on each other to support and guide the change effort. Means to do that can include ensuring that all power-players are involved in recognizing the need for change, developing the vision and methods to achieve the vision, and maintaining organization-wide communications about the status of change. Any recommendations or concerns expressed by members to the leaders must be promptly recognized and addressed.

Managing Transition This phase occurs when the organization works to make the actual transition from the current state to the desired future state or vision. In consultations, this phase usually is called the implementation phase. The ways that consultants and organizations go through this phase can vary widely, ranging from clearly delineated phases and steps to a continual mutual engagement with the client from which the project activities continue to unfold. Ideally, the various interventions are detailed into associated actions that are integrated into one overall Implementation Plan. If the change is deep and extensive, then each action plan would includes specific objectives, or milestones, that must be accomplished by various deadlines, along with responsibilities for achieving each objective. Rarely are these plans implemented exactly as planned. Thus, as important as developing the plan, is making the many ongoing adjustments to the plan while keeping other members up-to-date about the changes and the reasons for them. These changes might require ongoing coaching, training and enforcement of new policies and procedures in the workplace. In addition, means of effective change management must continue, including strong, clear, ongoing communications about the need for the change and status of the change.

Sustaining Momentum Often, the most difficult phase in managing change is this phase when leaders work to sustain the momentum of the implementation and adjustment of plans. Change efforts can encounter a wide variety of obstacles, for example, strong resistance from members of the organization or unexpected changes in the environment outside the organization. The role of support cannot be minimized. Despite its importance during organizational change, the role of support is often forgotten. Strong, visible, ongoing support from top leadership is critically important to show overall credibility and accountabilities in the change effort. Supervisors play a critical role in effectively delegating tasks to employees and providing ongoing support in the form of feedback, coaching and training. Employee performance management plays a key role in ensuring that the required actions are being taken at the right times and are being done with high quality. At this point in a consulting project, it may be wise for the consultant to ensure he or she has ongoing support themselves for example, from other consultants who can provide ongoing objectivity, affirmation and other forms of support.

Additional Perspectives The following links are to articles that together provide an increasingly comprehensive and detailed orientation to change management.

2: Strategies for Planned Change |

Planned change requires managers to follow an eight-step process for successful implementations, which is illustrated in Figure 1. Recognize the need for change. Recognition of the need for change may occur at the top management level or in peripheral parts of the organization.

It is affected by the organization with the purpose of achieving something that might otherwise be unattainable or attainable with great difficulty. Through planned change, an organization can achieve its goals rapidly. The basic reasons for planned change are: Planning for change Implementing the change 1. Planning for Change The first step in the process of change is to identify the need for change and the area of changes as to whether it is a strategic change, process oriented change or employee oriented change. This need for change can be identified either through internal or external factors. Once this need is identified the following general steps can be taken: Develop new goals and objectives. The manager must identify as to what new outcomes they wish to achieve. This may be modification of previous goals due to changed internal and external environment or it may be a new set of goals and objectives. Select an agent of change. The next step is that the management must decide as to who will initiate and oversee this change. One of the existing managers may be assigned this duty or even sometimes specialists and consultants can be brought in from outside to suggest the various methods to bring in the change and monitor the change process. The person who is appointed as the agent of the change will then gather all relevant data regarding the area of problem or the problem where the change is needed. This data should be critically analysed to pinpoint the key issues. Then the solutions can be focused on those key issues. After devising the methodology, the next step will be to put together a plan as to what is to be done. For example, if the management wants to change the promotion policy, it must decide as to what type of employees will be affected by it, whether to change the policy for all the departments at once or to try it on a few selected departments first. Strategy for the implementation of the plan. This includes the right time of putting the plan to work, how the plan will be communicated to the employees in order to have the least resistance and how the implementation will be monitored. Assessing Change Forces The planned change does not come automatically, rather there are many forces in individuals, groups and organization which resist such change. The change process will never be successful unless the cooperation of employees is ensured. Therefore, the management will have to create an environment in which change will be amicably accepted by people. If the management can overcome the resistance, change process will succeed. In a group process, there are always some forces who favour the change and some forces that are against the change. Thus, an equilibrium is established and is maintained. Lewin assumes that in every situation there are both driving and restraining forces which influence any change that may occur. Driving forces are those forces which affect a situation by pushing in a particular direction. These forces tend to initiate the change and keep it going. Restraining forces act to restrain or decrease the driving forces. Equilibrium is reached when the sum of the driving forces equals the sum of the restraining forces as shown in the following figure: There may be three types of situations, as both driving and restraining forces are operating: If the driving forces far outweigh the restraining forces, management can push driving forces and overpower restraining forces. If restraining forces are stronger than driving forces, management either gives up the change programme or it can pursue it by concentrating on driving forces and changing restraining forces into driving ones or immobilizing them. If driving and restraining forces are fairly equal, management can push up driving forces and at the same time can convert or immobilize restraining forces. Thus, to make the people accept the changes, the management must push driving forces and convert or immobilize the restraining forces. Implementing the Change Once the management is able to establish favourable conditions, the right timing and right channels of communication have been established the plan will be put into action. It may be in the form of simple announcement or it may require briefing sessions or in-house seminars so as to gain acceptance of all the members and specify those who are going to be directly affected by the change. After the plan has been implemented there should be evaluation of the plan which comprises of comparing actual results to the objectives. Feedback will confirm if these goals are being met so that if there is any deviation between the goals and actual performance, corrective

actions can be taken. Unless the behavioural patterns of the members change the change will have a little impact on the effectiveness of the organization. Behavioural changes are not expected to be brought about overnight. These are the most difficult and marathon exercises. Unfreezing Unfreezing means that old ideas and attitudes are set aside to give place to new ideas. It refers to making people aware that the present behaviour is inappropriate, irrelevant, inadequate and hence unsuitable for changing demands of the present situation. The undermining and destruction of social support. Demeaning and humiliating experience to help individuals, being changed, to see their old attitudes or behaviour as unworthy and think to be motivated to change. The consistent linking of reward with willingness to change and of punishment with willingness to change. Unfreezing thus involves discarding the orthodox and conventional methods and introducing dynamic behaviour, most appropriate to the situation. People are made to accept new alternatives. Changing Unlike unfreezing changing is not uprooting of the old ideas, rather the old ideas are gradually replaced by the new ideas and practices. In changing phase new learning occurs. The necessary requirement is that various alternatives of behaviour must be made available in order to fill the vacuum created by unfreezing phase. During the phase of changing, individuals learn to behave in new ways, the individuals are provided with alternatives out of which choose the best one. Refreezing Refreezing is on the job practice. The old ideas are totally discarded and new ideas are totally accepted. Refreezing reinforced attitudes, skills and knowledge. He practices and experiments with the new method of behaviour and sees that it effectively blends with his other behavioural attitudes. Under continuous reinforcement individuals learn the new behaviour within no time. And intermittent reinforcement on the other hand, consumes a long time but it is has the greatest advantage of ensuring a long lasting change.

3: Forces of Organizational Change: Planned vs. Unplanned Change and Internal & External Change

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Recognize the need for change. Recognition of the need for change may occur at the top management level or in peripheral parts of the organization. The change may be due to either internal or external forces. Develop the goals of the change. Remember that before any action is taken, it is necessary to determine why the change is necessary. Both problems and opportunities must be evaluated. Then it is important to define the needed changes in terms of products, technology, structure, and culture. Select a change agent. The change agent is the person who takes leadership responsibility to implement planned change. The change agent must be alert to things that need revamping, open to good ideas, and supportive of the implementation of those ideas into actual practice. Diagnose the current climate. In this step, the change agent sets about gathering data about the climate of the organization in order to help employees prepare for change. Preparing people for change requires direct and forceful feedback about the negatives of the present situation, as compared to the desired future state, and sensitizing people to the forces of change that exist in their environment. Select an implementation method. This step requires a decision on the best way to bring about the change. This phase also determines the when, where, and how of the plan. The plan is like a road map. It notes specific events and activities that must be timed and integrated to produce the change. It also delegates responsibility for each of the goals and objectives. After all the questions have been answered, the plan is put into operation. Once a change has begun, initial excitement can dissipate in the face of everyday problems. Managers can maintain the momentum for change by providing resources, developing new competencies and skills, reinforcing new behaviors, and building a support system for those initiating the change. Follow the plan and evaluate it. During this step, managers must compare the actual results to the goals established in Step 4. Change should produce positive results and not be undertaken for its own sake. Keep in mind that a comprehensive model of planned change includes a set of activities that managers must engage in to manage the change process effectively. They must recognize the need for change, motivate change, create a vision, develop political support, manage the transition, and sustain momentum during the change.

4: How to Differentiate Between a Planned & Unplanned Change in an Organization | Bizfluent

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Forces of Organizational Change: Most of the organizational changes are implemented in a planned manner for realizing the specific objectives or goals. However, organizational change can be implemented in any one of the following ways as described below:

Planned internal change can be regarded as a strategic move by the organization implemented with the objective of changing the nature of the business itself or the way in which an organization is doing its business. This can be administered in one of the following ways:

Changes in the Services or the Products: Such a planned internal change will require a fair amount of pre-planning, effective coordination and resource distribution as well for meeting the objectives of change.

Changing the Administrative Systems: The pressure to change the administrative systems comes from the top level of the management top-down approach. On the other hand, if there is a requirement for changing the very nature of work itself in an organization changing the technical core, bottom-upward approach for the change is usually adopted. Previous studies have identified that organizations which are more mechanistic instead of being organic in its approach, in other words, which are more centralized and formal in nature, tend to achieve a greater degree of success in successfully implementing administrative change.

Changes in the organizational structure and size: Organizational restructuring or changes in the hierarchical framework is introduced in an organization for the realization of pre-defined objectives or goals. Organizations as a system is governed by both internal factors as well as external factors of change. Various factors like technological innovation and advancements in the communication and information processing field come under this category. These factors are external in nature but somehow are introduced in an organization in a planned manner with the objective of enhancing work efficiencies and improving the overall productivity. Rapid technological changes have necessitated a change in the ways in which the contemporary organizations function. Technological development has altered the ways in which people handle their jobs. For example, in the automobile industry, a large part of the design and manufacturing process has been automated and equally depends on IT.

Advancements in Communication and Information Processing: In the present era, with the revolution in the communication technology and advancements in the information processing technologies like satellite communication technology, fibre optic cables, wireless technology and networking, etc, it has become much easier and convenient for the businesses to communicate with the business partners and also with the clients.

Unplanned internal change can be regarded as a change which takes place within an organization not in a planned manner or as a strategic intervention, but are introduced in an unplanned manner in response to either a change in the demographic composition of an organization or due to performance gaps.

Change in the Demographic Composition: The rapid change in the demographics will compel organizations to change.

Performance gaps associated with an organization either in the form of depleting profit margins or non-performance of a product line or service in the market or slowdown in sales due to unexpected reasons, can compel an organization to change. Research studies have proven that performance gaps act as propellants for organizational innovations. Two crucial factors like economic uncertainties and changes in the government regulations, play a crucial role in compelling organizations to change. Changes in the governmental regulations greatly influence the very nature of business of an organization and how the organizations operate in a highly competitive environment. Due to economic globalization and liberalization, government has enforced changes in the regulations in the form of de-licensing, currency conversion, etc, for supporting the domestic organizations to stay competitive and achieve the expected profit margins. Global economic conditions create competitive pressures on the organizations and force them to change for capturing a decent market share, achieve a winning edge in the international marketplace and expansion of customer base through aggressive advertisement and communication campaigns. In the era of globalization, the formidable challenge for the organizations for staying ahead in the competitive race is to remain innovative and to position itself as a unique brand. To conclude, it can be interpreted that managing organizational change is one of the most

essential pre-requisite for adapting with the competitive challenges and transitioning from the present state of business to a desired futuristic course of action. It is vital to develop and implement a plan of action for managing change successfully.

5: Guidelines, Methods and Resources for Organizational Change Agents

Planned change 1. PLANNEDCHANGE Prepared By HARISH Govt RC college 2. Introduction Bringing change in a planned manner is the primeresponsibility of all managers who are forwardlooking.

Lewin, a social scientist and a physicist, during early s propounded a simple framework for understanding the process of organizational change known as the Three-Stage Theory which he referred as Unfreeze, Change Transition and Freeze Refreeze. According to Lewin, Change for any individual or an organization is a complicated journey which may not be very simple and mostly involves several stages of transitions or misunderstandings before attaining the stage of equilibrium or stability. For explaining the process of organizational change, he used the analogy of how an ice block changes its shape to transform into a cone of ice through the process of unfreezing. This is the first stage of transition and one of the most critical stages in the entire process of change management. It involves improving the readiness as well as the willingness of people to change by fostering a realization for moving from the existing comfort zone to a transformed situation. It involves making people aware of the need for change and improving their motivation for accepting the new ways of working for better results. During this stage, effective communication plays a vital role in getting the desired support and involvement of the people in the change process. Stage 2 - Change: This stage can also be regarded as the stage of Transition or the stage of actual implementation of change. It involves the acceptance of the new ways of doing things. This is the stage in which the people are unfrozen, and the actual change is implemented. During this stage, careful planning, effective communication and encouraging the involvement of individuals for endorsing the change is necessary. It is believed that this stage of transition is not that easy due to the uncertainties or people are fearful of the consequences of adopting a change process. Stage 3 - Freeze Refreezing: During this stage, the people move from the stage of transition change to a much more stable state which we can regard as the state of equilibrium. The stage of Refreezing is the ultimate stage in which people accept or internalize the new ways of working or change, accept it as a part of their life and establish new relationships. For strengthening and reinforcing the new behaviour or changes in the way of working, the employees should be rewarded, recognized and provided positive reinforcements, supporting policies or structures can help in reinforcing the transformed ways of working. The three stages of Change Management can be aptly explained through the aid of an example of Nissan Motor Company which was on the stage of bankruptcy due to the issues of high debts and dipping market share. During that period, Carlos Ghosn took charge as the head of the Japanese automaker who was faced with the challenge of implementing a radical change and turning around the operations of Nissan, yet by keeping the resistance to change under control which was inevitable under such circumstances by forming cross-functional teams to recommend a robust plan of change in different functional areas. For facing the business challenges, he developed a change management strategy and involved the employees in the process of change management through effective communication and reinforcement of desired behaviours. For refreezing the behavioural change of the employees, he introduced performance-based pay, implemented an open system of feedback for guiding and facilitating the employees in accepting the new behaviour patterns at work. According to Branch , p. Changing the behaviour, attitudes, skills of the individuals working in the organization. Changing the existing organizational structures, systems and processes Changing the organizational climate, culture and interpersonal style. This model assumes that organizations function under static conditions and move from one state of stability to another state of stability in a planned way, but the present day organizations function in turbulent scenarios and uncertain business environments. It was criticized for being too simple and mechanistic, as a result of which it may not be applicable for the present organizational scenario. Moreover, it ignores the importance of feelings and experiences of employees which play a crucial role in the entire change process. The model is very plan or goal driven. This model supports top-down approach to change management and ignores the importance of bottom-up approach in the change management process. One side of the model represents the driving forces, and the other side represents the restraining forces. The driving forces push the organizations towards the new state, and the restraining forces are the factors which provide

resistance to change or are regarded as the behaviours of the employees that block the process of change. According to Lewin, stability can be achieved when both the driving and restraining forces reach a stage of equilibrium, which should be approximately of equal strength from the opposite directions. According to the Force Field Analysis model of Kurt Lewin, effective change happens by unfreezing the existing state of affairs or the current situation, moving to a changed or a desired situation and then refreezing for making the change relatively permanent. During the stage of Unfreezing, the driving forces should be made stronger to motivate a change in the behaviour or ways of working, while the restraining forces should be made weaker or removed. Driving forces create a sense of urgency for the change. The driving forces from the external environment could be Globalization, Technological Development and IT revolution, changes in the workforce, etc. Apart from this, the driving forces may originate within the organization through the efforts of the corporate leaders. Any change process should start with informing the employees about the influence of the external driving forces like competitors, changing trends in the consumer demands and preferences, regulatory compliances and various other factors. Apart from this for implementing change effectively, the restraining forces should be reduced or removed. The restraining forces or the resistance from the employees can be controlled by way of effective communication and involvement of the employees in the process, training initiatives for strengthening the new set of knowledge and skills, implementation of stress management techniques to help employees in coping with the stressors, negotiation for ensuring compliance and the last method is implementation of coercive measures if all the other measures fail and the need for change is urgent in nature.

6: Lewin's Change Management Model - from www.enganchecubano.com

change agents, identify an appropriate change theory or model to provide a framework for implementing, managing and evaluating change (Pearson et al). Equally important are the attributes of change agents who are, according to Marquis and Huston (), skilled in the theory and implementation of planned change and who are often nurse managers.

Organizational Growth Organizational change occurs when a company makes a transition from its current state to some desired future state. Managing organizational change is the process of planning and implementing change in organizations in such a way as to minimize employee resistance and cost to the organization while simultaneously maximizing the effectiveness of the change effort. Factors such as globalization of markets and rapidly evolving technology force businesses to respond in order to survive. Such changes may be relatively minor—as in the case of installing a new software program—or quite major—as in the case of refocusing an overall marketing strategy, fighting off a hostile takeover, or transforming a company in the face of persistent foreign competition. Organizational change initiatives often arise out of problems faced by a company. In some cases, however, companies change under the impetus of enlightened leaders who first recognize and then exploit new potentials dormant in the organization or its circumstances. Some observers, more soberly, label this a "performance gap" which able management is inspired to close. But organizational change is also resisted and—in the opinion of its promoters—fails. The failure may be due to the manner in which change has been visualized, announced, and implemented or because internal resistance to it builds. Employees, in other words, sabotage those changes they view as antithetical to their own interests. Daniel Wischnevsky and Fariborz Daman, for example, writing in *Journal of Managerial Issues*, single out strategy, structure, and organizational power. Others add technology or the corporate population "people". All of these areas, of course, are related; companies often must institute changes in all areas when they attempt to make changes in one. The first area, strategic change, can take place on a large scale—for example, when a company shifts its resources to enter a new line of business—or on a small scale—for example, when a company makes productivity improvements in order to reduce costs. There are three basic stages for a company making a strategic change: Technological changes are often introduced as components of larger strategic changes, although they sometimes take place on their own. An important aspect of changing technology is determining who in the organization will be threatened by the change. Structural changes can also occur due to strategic changes—as in the case where a company decides to acquire another business and must integrate it—as well as due to operational changes or changes in managerial style. For example, a company that wished to implement more participative decision making might need to change its hierarchical structure. Almost always people changes are the most difficult and important part of the overall change process. The science of organization development was created to deal with changing people on the job through techniques such as education and training, team building, and career planning. Resistance to change is normal; people cling to habits and to the status quo. To be sure, managerial actions can minimize or arouse resistance. People must be motivated to shake off old habits. This must take place in stages rather than abruptly so that "managed change" takes on the character of "natural change. If the future after the change comes to be perceived positively, resistance will be less. Education and communication are therefore key ingredients in minimizing negative reactions. Employees can be informed about both the nature of the change and the logic behind it before it takes place through reports, memos, group presentations, or individual discussions. Another important component of overcoming resistance is inviting employee participation and involvement in both the design and implementation phases of the change effort. Organized forms of facilitation and support can be deployed. Managers can ensure that employees will have the resources to bring the change about; managers can make themselves available to provide explanations and to minimize stress arising in many scores of situations. Some companies manage to overcome resistance to change through negotiation and rewards. They offer employees concrete incentives to ensure their cooperation. Other companies resort to manipulation, or using subtle tactics such as giving a resistance leader a prominent position in the change effort. A final option is coercion, which involves punishing people who resist or using force to ensure their cooperation. Although

this method can be useful when speed is of the essence, it can have lingering negative effects on the company. Of course, no method is appropriate to every situation, and a number of different methods may be combined as needed. Key steps in that process are: Understanding the current state of the organization. This involves identifying problems the company faces, assigning a level of importance to each one, and assessing the kinds of changes needed to solve the problems. Competently envisioning and laying out the desired future state of the organization. This involves picturing the ideal situation for the company after the change is implemented, conveying this vision clearly to everyone involved in the change effort, and designing a means of transition to the new state. Implementing the change in an orderly manner. This involves managing the transition effectively. It might be helpful to draw up a plan, allocate resources, and appoint a key person to take charge of the change process. In some cases, it may be useful to try for small victories first in order to pave the way for later successes. Change is natural, of course. Proactive management of change to optimize future adaptability is invariably a more creative way of dealing with the dynamisms of industrial transformation than letting them happen willy-nilly. The Manager as Change Leader. Designing employee reward system that keep on working. Murray, Art and Kent Greenes. Schraeder, Mike, Paul M. Swamidass, and Rodger Morrison. Daniel and Fariborz Damanpour. An examination of three perspectives.

7: Kurt Lewin's Change Management Model: The Planned Approach to Organizational Change

Change comes in different guises, and how we think about change may well determine how we define change management, and consequently how we manage it. The Nature of Change: Planned or Emergent? One of the biggest distinctions in views about change is in relation to the nature of change.

Organizations that handle change well thrive, whilst those that do not may struggle to survive. The concept of "change management" is a familiar one in most businesses today. But how businesses manage change and how successful they are at it varies enormously depending on the nature of the business, the change and the people involved. And a key part of this depends on how well people within it understand the change process. One of the cornerstone models for understanding organizational change was developed by Kurt Lewin back in the s, and still holds true today. His model is known as Unfreeze " Change " Refreeze, which refers to the three-stage process of change that he describes. Lewin, a physicist as well as a social scientist, explained organizational change using the analogy of changing the shape of a block of ice. First you must melt the ice to make it amenable to change unfreeze. Then you must mold the iced water into the shape you want change. Finally, you must solidify the new shape refreeze. By looking at change as a process with distinct stages, you can prepare yourself for what is coming and make a plan to manage the transition " looking before you leap, so to speak. All too often, people go into change blindly, causing much unnecessary turmoil and chaos. To begin any successful change process, you must first start by understanding why the change must take place. As Lewin put it, "Motivation for change must be generated before change can occur. Unfreeze This first stage of change involves preparing the organization to accept that change is necessary, which involves breaking down the existing status quo before you can build up a new way of operating. Key to this is developing a compelling message showing why the existing way of doing things cannot continue. This is easiest to frame when you can point to declining sales figures, poor financial results, worrying customer satisfaction surveys, or suchlike. These show that things have to change in a way that everyone can understand. To prepare the organization successfully, you need to start at its core " you need to challenge the beliefs, values, attitudes, and behaviors that currently define it. Using the analogy of a building, you must examine and be prepared to change the existing foundations as they might not support add-on storeys. Unless this is done, the whole building may risk collapse. This first part of the change process is usually the most difficult and stressful. By forcing the organization to re-examine its core, you effectively create a controlled crisis, which in turn can build a strong motivation to seek out a new equilibrium. Change After the uncertainty created in the unfreeze stage, the change stage is where people begin to resolve their uncertainty and look for new ways to do things. People start to believe and act in ways that support the new direction. The transition from unfreeze to change does not happen overnight: A related change model, the Change Curve , focuses on the specific issue of personal transitions in a changing environment and is useful for understanding this aspect in more detail. In order to accept the change and contribute to making it successful, people need to understand how it will benefit them. Not everyone will fall in line just because the change is necessary and will benefit the company. This is a common assumption and a pitfall that should be avoided. Unfortunately, some people will genuinely be harmed by change, particularly those who benefit strongly from the status quo. Others may take a long time to recognize the benefits that change brings. You need to foresee and manage these situations. People need time to understand the changes, and they also need to feel highly connected to the organization throughout the transition period. When you are managing change , this can require a great deal of time and effort, and hands-on management is usually the best approach. Refreeze When the changes are taking shape and people have embraced the new ways of working, the organization is ready to refreeze. The outward signs of the refreeze are a stable organization chart, consistent job descriptions, and so on. The refreeze stage also needs to help people and the organization internalize or institutionalize the changes. With a new sense of stability, employees feel confident and comfortable with the new ways of working. Finding This Article Useful? Read our Privacy Policy The rationale for creating a new sense of stability in our ever-changing world is often questioned. Even though change is a constant in many organizations, this refreezing stage is still important. In

the absence of a new frozen state, it is very difficult to tackle the next change initiative effectively. As part of the refreezing process, make sure that you celebrate the success of the change – this helps people to find closure, thanks them for enduring a painful time, and helps them believe that future change will be successful. Practical Steps for Using the Framework Unfreeze 1. Determine what needs to change. Survey the organization to understand the current state. Understand why change has to take place. Ensure there is strong support from senior management.

8: Managing Planned Organizational Change Process

While constant change is the new normal and the best companies embrace it, not all change is planned. On occasion, organizations will suddenly adapt to new market demands and heightened competition. It's also worth noting that planning for change and planning for innovation are not the same.

9: Managing Planned Change by Diana m on Prezi

In the organizational setting, planned change is intentional, while unplanned change is spontaneous. The results of planned change are expected, while unplanned change brings unexpected results. While many organizations are ready to deal with the challenges of planned change, unplanned change can often be chaotic.

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