

Change Management

C.S.V. Murthy



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CHANGE MANAGEMENT



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PREFACE

Change is inevitable in all fields of our life. There is a famous saying by Picasso 'Every act of creation is first of all an act of destruction'. Henri Bergson has said that "To exist is to change; To change is to nature; To nature is to go on creating oneself endlessly." The subject of 'Change Management' has been written by many eminent authors. In the present day context, managers are to be fully aware of all the types of changes that are taking place and they also should know how to manage them. Lawrence Hrebrmiak of the Wharton School at the university of Pensilvania mentions the nature of change effort depends on two factors:

- Size of the change problem or content of change such as Large–small; Sequential change–Evolutionary change; Complex change-Managerial intervention and change.
- Time available such as long–short.

In general, change can be taken as large or small depending on the size of the problem and short or long depending on the time available.

The subject on change and change management involves many aspects, idea, decisions and implementation of changes. Change Management involves individual change, personal change, organisation of changes and several models during implementation of change in increasingly demanding times. It involves several systematic frame works and commitment while making tough choices during implementation. The implementing manager should be well versed in understanding the change like nature, forces and types of change, and models to be adopted. He should have organizational vision, strategies to be built up and manage the change properly; deal with individuals, groups, teams and overcome organizational resistance to change. This book deals with some of these aspects in 8 chapters as under:

This book has organized in 8 chapters and with a vast number of illustrations.

Change Management

1. Introduction to Change Management
2. Change Management
3. Individual Change
4. Personal Change
5. Dealing with individuals and groups
6. Organisation Culture
7. Models of Organisational Change
8. Organisation Development

This book is aimed for the universally students who are having 'Change Management' as a special subject. The students could be MBA or engineering or PGD students or MSC or individuals in the industries who just wanted to turn their routine work in a better and appropriate way using change management as they found certain tools, models and techniques to fill in the gap between the academic and management practitioners. I presume that this book would be of some help for them to face the changes that they will undergo, initiate and implement.

– C.S.V. Murthy

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I wish to start acknowledge the help and encouragement that I received from the many people in the organizations where I worked like HMT, a leading public sector undertaking, years back and many educational institutions and universities and also to INTAL, an ISO 9001 certification company in Bangalore. I have spent spring life over the years, in these companies. I have come across many generous, courageous, inspiring and intellectual managers who were the drivers of change to whom I should thank for the privilege of working alongside them to make real change happen.

I also had many opportunities to handle some big challenging projects, by shouldering more responsibilities in achieving performance during the course of my working at the above institutions, specially in HMT, where I worked for three decades, in various capacities. I had very talented colleagues who challenged and supported me every day and at every step as I reflected my work and while making decisions what to do next. I had the guidance of eminent managers to name a few like Bhima Rao, H. R. Satyanarayana, D. N. Ramakrishna, C. K. Venkatanaryana, K Nagaraj, K. V. Ramachandra and many others. I thank them sincerely. I have learnt many aspects pertaining to the essence of change. The list of the people who supported me is endless as I had many expert colleagues who were constantly in touch with me in all my activities of change. They were known for their wisdom, humour and friendship in sharing their experiences. Many of the ideas and thoughts remained in my mind with whom I had interacted in various levels and positions and these are embedded in this book.

I had an occasion also to teach the subjects of Change Management and Knowledge Management at the City College, Bangalore for Visveswaraya Technological University for MBA students, during which time I had to go deep into the subject as per their syllabus. The result is this book.

I thank my several colleagues who were kind hearted and specially Ambuja Jain. Really, special thanks also should be showered on the VTU students who interacted with me at the time of teaching and were responsible for enhancing my knowledge on this subject.

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My family helped me at every stage by being very patient and supportive. Hence love and thanks to my wife and daughters.

I am highly indebted to Dr. TV Raju, Director and Mr. Ravish, Librarian and other library staff of RV Institute of Management for allowing me to use their documentation centre while writing this book.

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-C. S. V. Murthy

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INTRODUCTION TO CHANGE MANAGEMENT

- 1.1 Introduction to Change
- 1.2 Need for Change?
- 1.3 Change Depicted as Clock Face Metaphor.
- 1.4 Force for Change.
- 1.5 Understanding of Change.
- 1.6 The Concept of Change.
- 1.7 Nature of Change.
- 1.8 Two sets of Forces of Change.
- 1.9 Types of Change.
- 1.10 Managing Change

1.1 INTRODUCTION TO CHANGE

In our introduction chapter, we had stated that the world we live in, continues to change at a rapid rate. Every day, some discoveries or boundary pushing invention in the scientific fields are happening. Globalisation is a prominent affair and everyone talks about it. International dimensions have become a vital part of managing a business enterprise in the Internet-worked global economies and markets of today. When once a manager takes over his job in a large organisation as an owner of a small business, he will be affected by international business developments and deal in some way with people, products or services whose origin is not from home country. This needs a new way of doing things for meeting competition and survival. Changes are inevitable. Any new way of doing things generates some resistance by the people affected. The new work support technologies can generate fear and resistance to change by employees. When computers came for the first time in a big way, people working in banks and certain companies resisted the introduction of computers as this would endanger their very existence in the companies.

Certain companies faced biggest challenges with their sales guys – changing their habits, getting them to use for planning. Sales guys would even go to the extent of saying 'I don't have time to enter the information. Some were afraid of using windows, forget about Customer Relationship Management (CRM)'.

Sales guys want to know what is in it for them: It is not enough to tell them that they have to do it. But a panoramic view has to be given to them of what their customers need and why the firm should continue with them, if the sales guys are not adhering to the changes needed and how the competitors would overtake them etc.

Change is an alteration in:

- People
 - Structure
 - Technology
- } → Known as 'Change Agents'

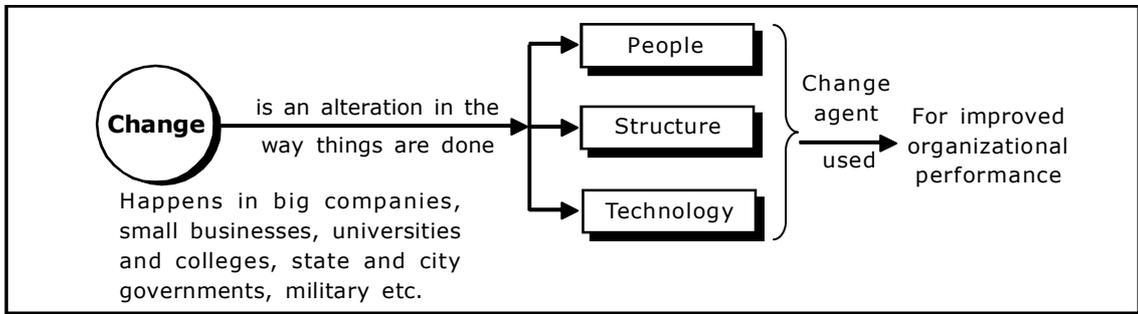


Fig. 1.1 Meaning of change

Change is always a part of manager’s job and it is happening more in the recent years.

Managers can stimulate innovation and increase their organization’s adaptability.

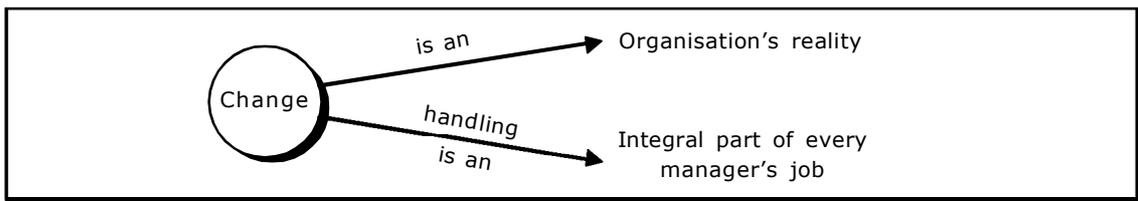


Fig. 1.2 Another way of looking at ‘Change’

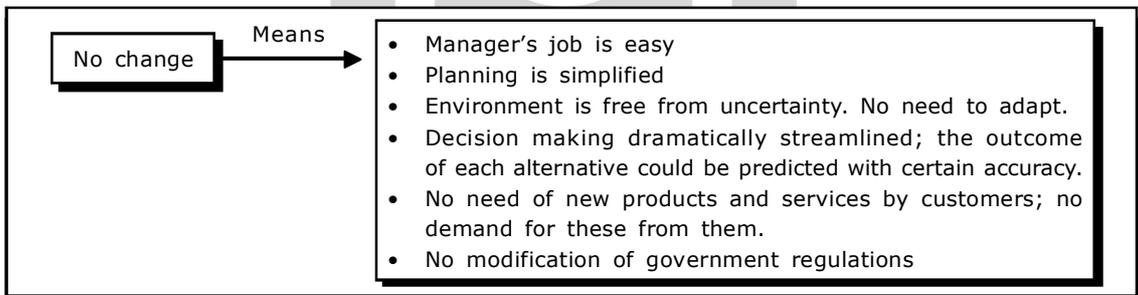


Fig. 1.3 No Change Results

1.2 NEED FOR CHANGES

Two forces act that constrain managers and brings about the need for change.

- External forces
- Internal forces

External forces create the need for change to come from various sources. External forces include:

- Market place
- Government laws and regulations

- Technology
- Economic changes
- Fluctuation in Labour markets.

Internal forces can stimulate the need for change. The internal forces tend to originate primarily from the:

- internal operations of the organisation
- from the impact of external changes

These may include:

- Modifying the strategy (Turn around strategy)
- Organisation's work force (Composition changes like age, education, sex, etc.)
- Compensation and benefit system
- Introduction of new equipment
- Redesign of jobs and new interaction patterns within their work group.
- Employee attitudes etc.

1.3 CHANGE DEPICTED AS CLOCK-FACE METAPHOR

Change can be studied as shown in the clock-face Metaphor, below.

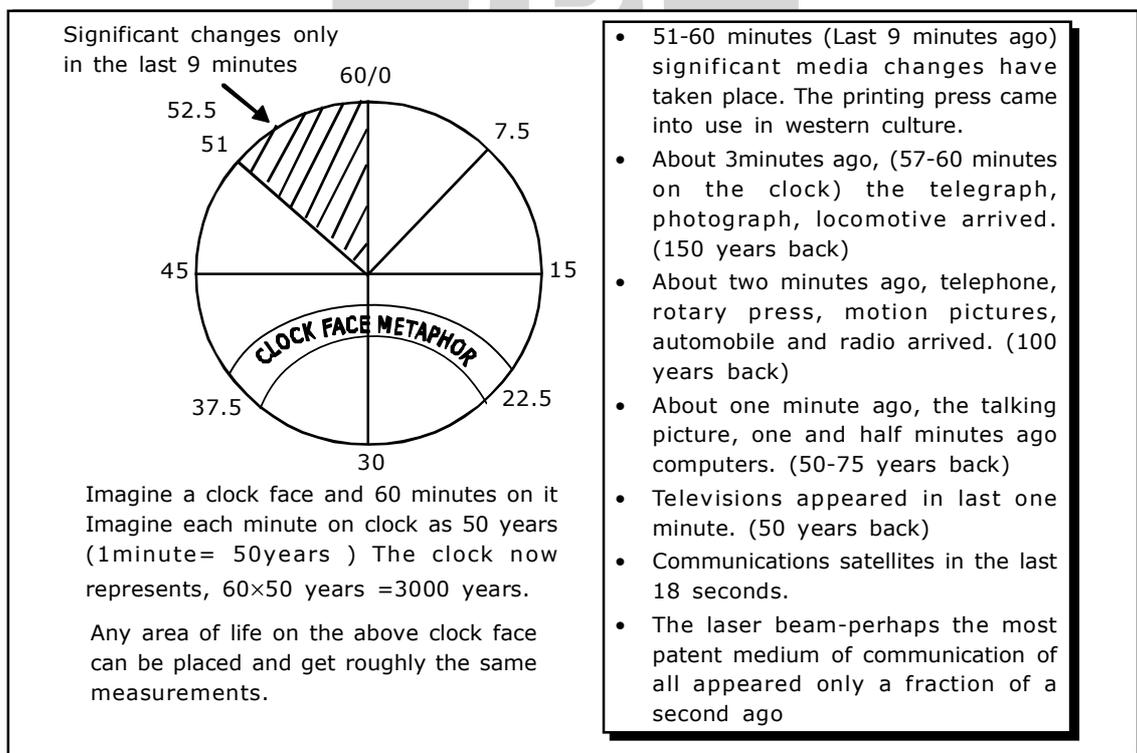


Fig. 1.3 Clock - Face Metaphor

At '0' minute on the clock (3000 years ago i.e. 1000 B.C), there were no scientific / technology development. Agriculture was the only predominant activity of man. It is only in the last 9 minutes, significant changes have taken place in science and technology.

Medicinal field changes :

The whole history of medicine is the history of placebo effect.

The standard reply to any comment about change is that change is not new; it is easy to exaggerate its meaning.

Change is not new; what is new is the degree of change

Our clock-face metaphor was intended to suggest, about three minutes ago, there developed a qualitative difference in the character of change.

- No significant changes until about one minute ago
- About a minute ago, antibiotics arrived.
- About ten seconds ago, open heart surgery.
- During the past ten seconds, there probably have been more changes in medicine than is represented by all the rest of the time
- People call this as 'Knowledge Explosion'. It is happening in every field of knowledge susceptible to scientific inquiry

(Source: Postman and Weingartner, 1969, PP10-11)

Change is ubiquitous; inevitable; Everywhere there are signs of change; Too much change in some cases.

The common denominator in today's headlines of news is change

1.4 FORCES FOR CHANGE

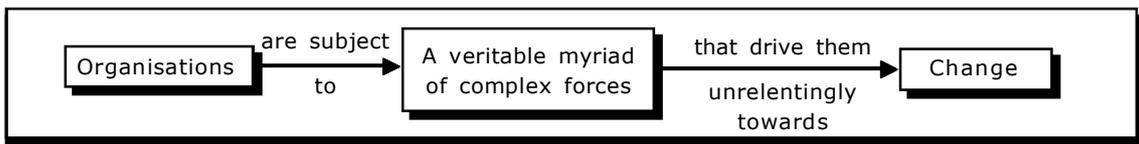


Fig. 1.4 Organisations are Subjected to Change

The forces that push organizations to change are many. Only several key categories to change forces can be studied which are coming from the following such as:

- People
- Information processing
- Competition
- Technology
- Communication
- Social trends

i. People

The population of the world is increasing rapidly at an alarming rate. More and more people are forced to share the limited space on this planet. Hence the life style

changes, attitude changes are inevitable. Those who were born in the middle of the twentieth century are significantly different from prior generations with respect to their education and value systems. The life style, purchasing habits are changing the way goods and services are produced and distributed. The problems of managing employees from this generation have resulted in new employment practices, compensation packages, organization structures, organization cultures and management styles.

People affect the change in business is their role in the supply and demand in the labour market.

ii. Technology

Technical advances in the form of new scientific knowledge and technological developments are causing significant changes in the business area. The technology change and its accelerated rate of change are illustrated below.

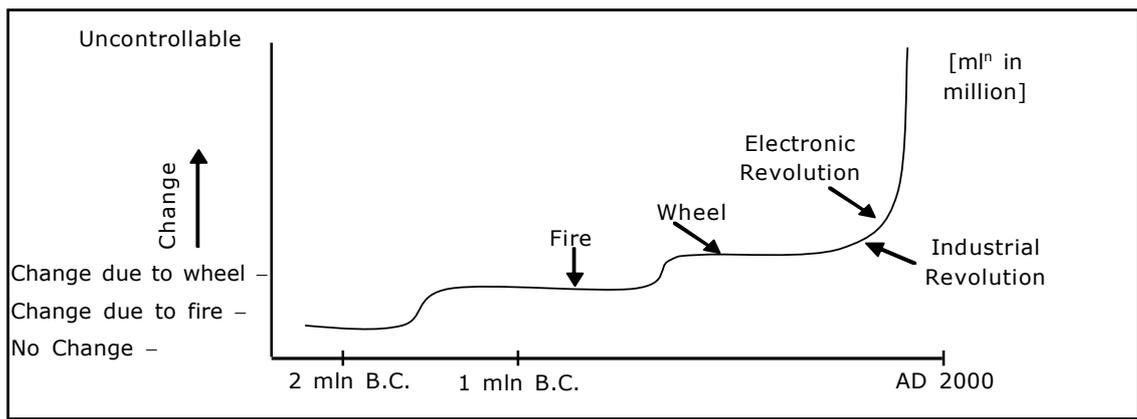


Fig. 1.5 Role of Technological change (Source: P465 Dunhan 19-84)

In the first 2 million B.C. of earth's existence, there was no change found in technology. During the next one million B.C., Man found out fire for his existence. Certain changes took place. Later on, he found out wheel. Changes took place. Major Changes, in technology started coming only in the last 3000 years as stated in Fig. 1.3. Gun powder was invented. Some more changes happened due to this. The industrial revolution and the electronic revolution took place only in the 20th century.

iii Information processing

In the past decade, advances in computer and software have changed the way developed world conducts business. Laptop computer, Spread sheets, Power point

presentation techniques, Electronic commerce, Electronic Business, Enterprise Resource Planning, Electronic Data interchange, Electronic Fund Transfer, Improved communication methods, New telephony, Networks, Internet, other techniques like job descriptions, work rules, procedures, policies etc. to control organizational and individual performance etc have brought about lots of changes. These same controls tend to nurture a built in resistance to change.

Communication, competition and social trends are other categories to change forces.

1.5 UNDERSTANDING OF CHANGE

Change is to make or become different. However, the other things about change are as given below:

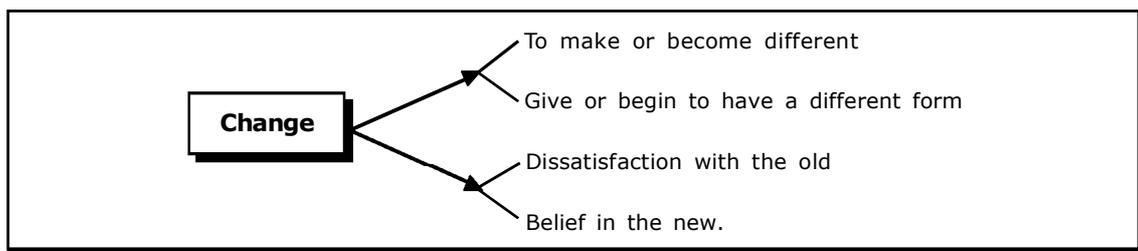


Fig. 1.6 Change is Bipolar

Example

During the 2nd world war, Japan suffered a lot. The post war recovery of Japan to its present state is a significant change. It was influenced to a great extent by American openness, generosity and leadership. Japan went ahead of US in several fields and Americans started learning from the Japanese how to retain competitiveness in the global markets. People predict that China and India will be growing fast in the 21st century.

1.6 THE CONCEPT OF CHANGE (understanding the change process)

Change is conceived as under:

- continuous and intrinsic
- extrinsic and discontinuous

Change can be:

- As patterned and predictable
- As complex and unpredictable

1.7 CHANGE BY ITS NATURE. Change tends to be bipolar. It is:

- continuous and discontinuous
- stability and instability
- predictable and unpredictable
- controllable and uncontrollable
- intrinsic and extrinsic to the organization

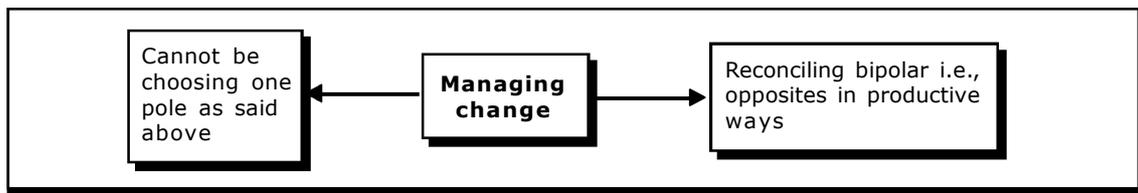


Fig. 1.7 Change is to be Managed by considering it as Bipolar.

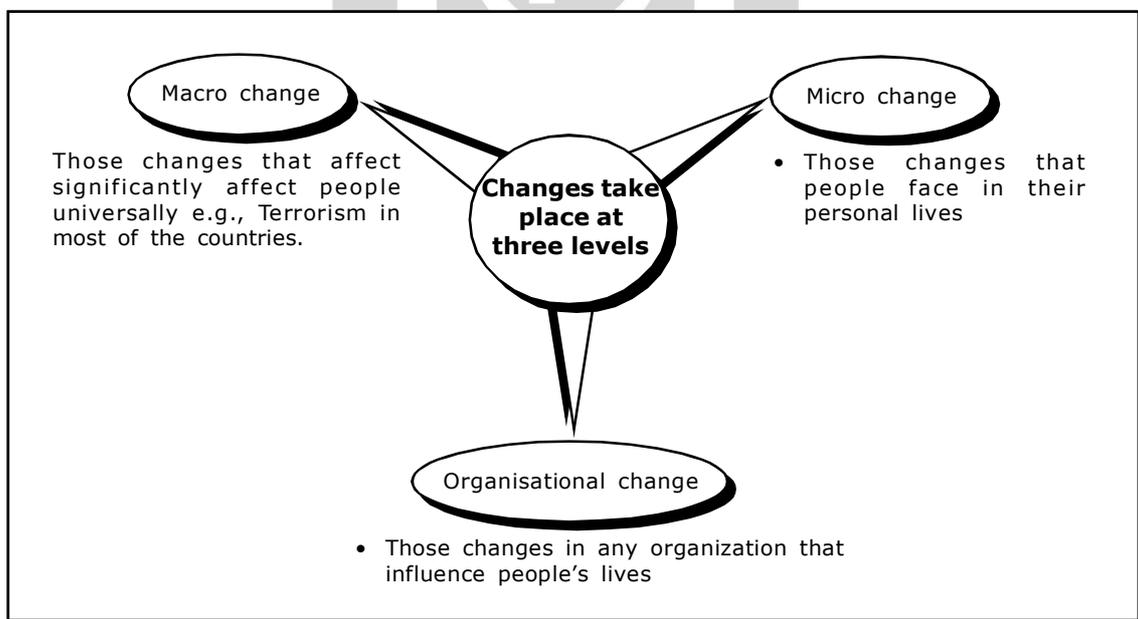


Fig. 1.8 Changes take place at Three Levels

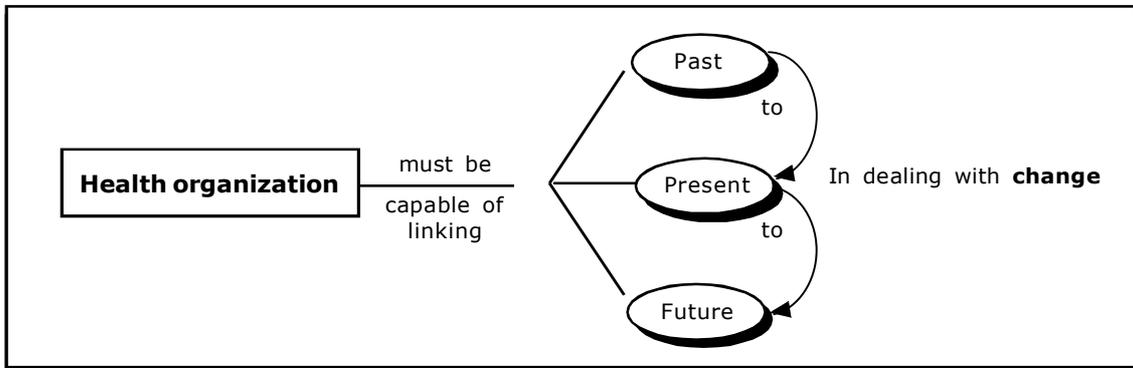


Fig. 1.9 Health Organisation (as an example)

Change without continuity or stability leads to:

- Ambiguity
- Conflict
- Inability

to cope with the situation and consequently risk of degenerative pathology in both individuals and organization. So strike a balance between the duality which is needed in organisational development.

The continuity in change is maintained in terms of:

- Sequencing – Build the future from the present to attune the organisation for transition
- Layering – Enabling of the organization to acquire new skills, processes, activities; build on its current strengths while shedding obsolete skills. It is an evolutionary process over a past-present-future time frame.

Coping with change: It is a difficult process for organisation until it is characterized by:

- Change consciousness among employees at all levels (understanding of the need or necessity for change; involves a re-tooling of strategy, process, technology and people)
- Focus – (refers to how good the companies are in producing, what they are best for)
- Speed – (refers to the promptness with which organizations respond to internal and external demands and contingencies at all levels)
- Boundarylessness (refers to the permeability of ideas and activities across units and levels to achieve integration)
- Goal elasticity (refers to stretching the goals/objectives of an organization to enable it to be competitive enough to achieve its long term goals)

1.8 TWO SETS OF FORCES OF CHANGE

An organization will be under two sets of forces considering the two types of environments

- Internal environment
- External environment

A. Internal Forces of Change

- (i) **System dynamics:** Organisation is made up of sub systems; similar to that of the super personalities in the human brain which goes on interacting with each other creating changes in human behaviour
- (ii) **Inadequacy of Administrative process:** As the time progresses, the revision of goals and objectives in an organization takes place, resulting in the changes in existing rules, procedures, regulations with the demands of reality. Realisation of their inadequacy is a force that induces change.
- (iii) **Individual or Group expectations:** Man acts like a social animal whose needs, desires keep on changing. This brings differing expectations among individuals and groups. To suit the organizational context, they work in their own ways. Positive factors: one's ambition, need to achieve, career growth, capabilities etc.
The negative aspects are: one's fears, insecurities, frustrations etc.
- (iv) **Structure-focused change:** A change that alters any of the basic components of an organizations structure or overall design (to reduce costs, increased profitability) e.g., Downsizing, decentralization, job redesign etc. Global competition has made many companies to act mean and lean.
- (v) **Technological change:** A change that impacts the actual process of transforming input to output is known as Technological change. E.g., equipment change, work process, information processing, work sequence; CAD/CAM, Robotics etc. POS, Internet.

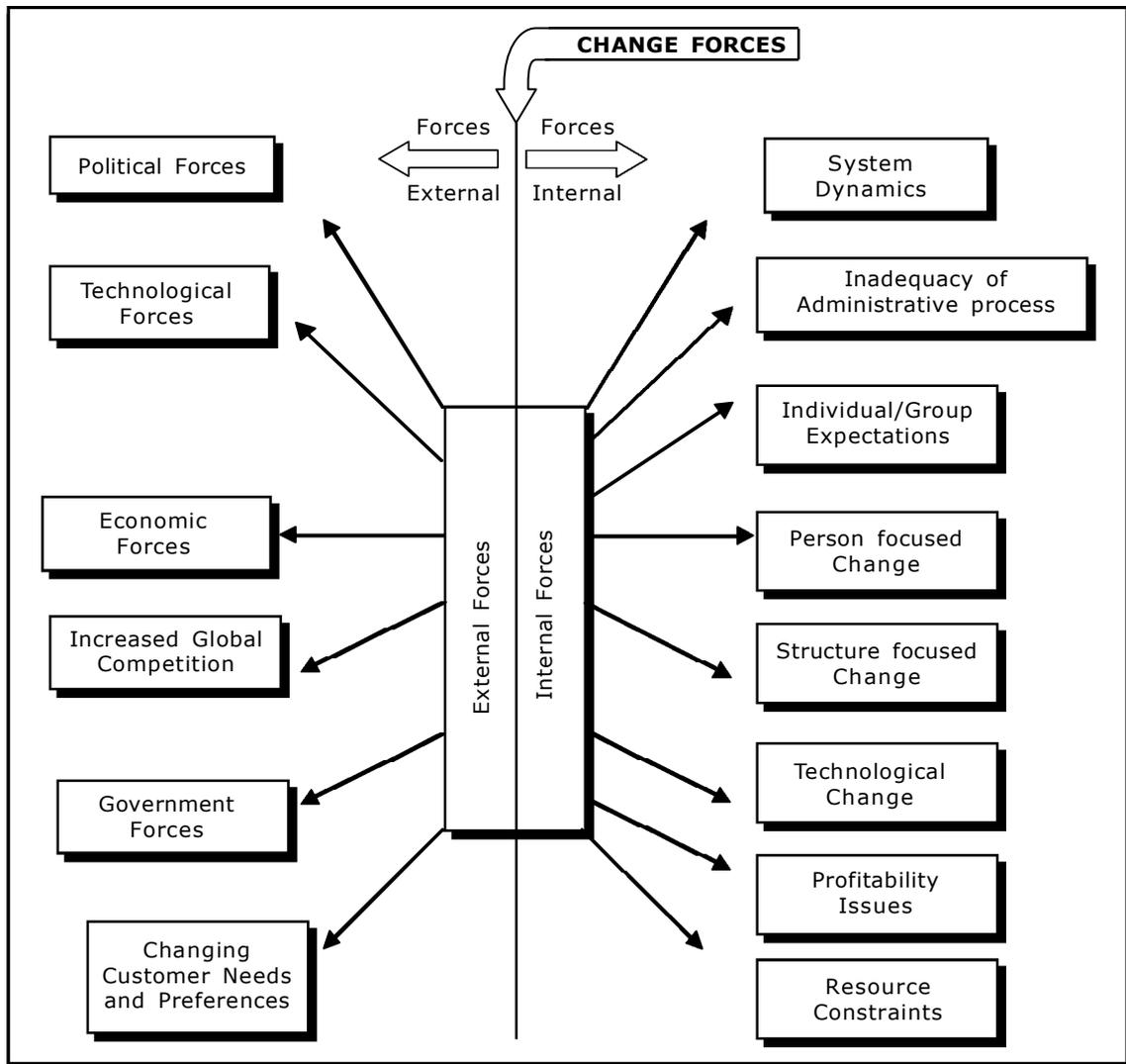


Fig. 1.10 Two Sets of Change Forces

(vi) Person focused change: A change that is concerned with human resource planning and with enhancing employee competence and performance. Redefining organizational strategy and goals; structural change in terms of expansion, contraction or resizing, technological input-All these have implications for human resource management. The focused changes are as under:

- Replacement: When employee's further training does not help.

- Replacement: Where an employee's current skills are best suited.
- Employee training and development
- Laying down new recruitment and selection policies in tune with changing technologies

(vii) Profitability issues: By restructuring (downsize, resize), and re-engineering to improve revenue, market share and productivity.

(viii) Resource constraints: Resources are:

- Money
- Machinery
- Material
- Information
- Personnel
- Technology

Depletion, inadequacy or non-availability of the above will lead to a powerful change force in the organization.

Thus a variety of forces within the organization as mentioned above will cause change relating to system dynamics

B. External Forces of Change

The forces of change due to external environment are the following six forces:

- (i) Political Forces:** The changes happened in Germany (Unification of the East with the West), so also in the other nations of east European countries to democracy and market economy, and also in USSR, the Gulf war, crisis in Yugoslavia and the recent happenings in China are good examples of political upheavals and necessitated change in other nations which are well knitted with them. Further, the economy in South East Asia is also improving. All these forces bringing changes are affecting many nations.
- (ii) Economic Forces:** The uncertainty about future trends in the economy is a major cause of change. Many of the countries are undergoing changes in declining productivity, inflation, deflation, interest rates, capital investment, petrol prices, lower consumer confidence, recessions etc. These have a marked impact on different economies and on organizations.
- (iii) Technological Forces:** Dramatic technological shifts are taking place in all the nations globally. Technological advancements (Specially in IT field i.e., Computer and Communications; Information systems, Communication field, Internet technologies) are found everywhere and have revolutionized the work place. New quality products are rolling out; Improved services are provided, costs are

dramatically reduced e.g. PCs, TVs, Laptop prices have gone down, communication costs slashed.

Advances in technology have contributed to the development of the economies. Bio-chemical, Bio-medical technologies are replacing several technologies in the future, specially in medicine, agriculture and industry.

- (iv) Government Forces:** Governmental interventions in the form of regulations also lead to change. The changes are: deregulation, foreign exchange, antitrust laws, antidumping duties, suspension agreements, protectionism.
- (v) Increased global competition:** Companies have to operate globally for survival and growth. Automobile industries are competing globally to retain a competitive edge. Companies have also **gone virtual** by **establishing strategic alliances**. No single company can survive on their own, unless it ties up with other companies. Relationship enterprises are to be built like IBM, Siemens, Toyota, Toshiba etc. Airlines have built up such alliances. **Dynamic multi-venturing** is a new mantra. Many a times, even arch-rivals have also come together to work on a common product goal.
- (vi) Changing customer needs and preferences:** Organisations are innovating and bringing new products continuously to meet the customer needs and preferences which are changing quite often. E.g. Products of Maruti, Centro, Sony, Sansui, Samsung.

1.9 TYPES OF CHANGE

The various types of change (a process of moving from the present to future) are as under:-

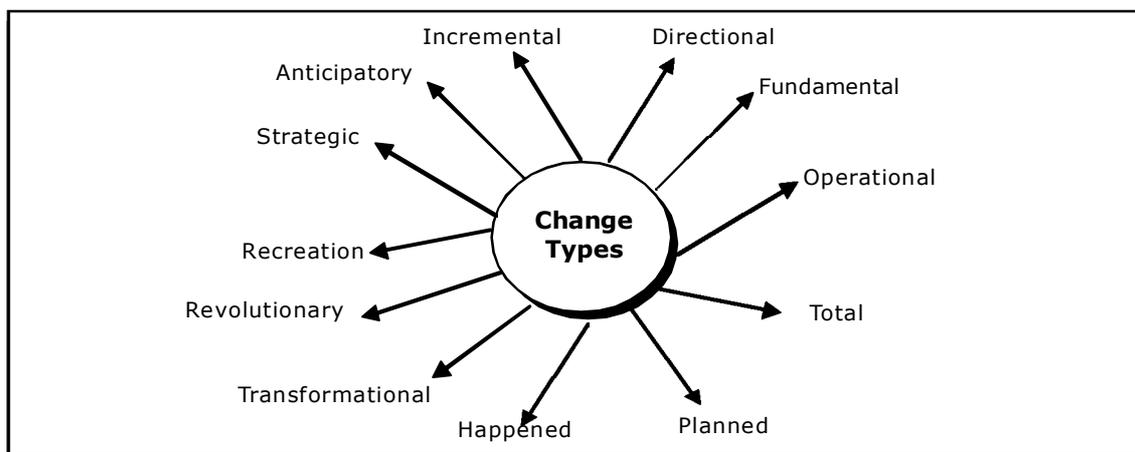


Fig. 1.11 Types of Change

The above words are simple and the reader can imagine the types of changes happening as on today. However, the same has been briefly explained in the following pages.

(i) Directional: Occurs under conditions of:

- Severe competition
- Unsuccessful business strategy
- Regulatory shifts on Government Policy and Control

Directional change is critical when the organisation is developing a new strategy or executing its current strategy. R & D activities, competitive analysis, information management, adequate management control systems support directional change.

(ii) Fundamental change: This is a redefinition of current purpose or mission of the organisation. It may be necessitated by:

- drastic changes in the business environment
- failure of the current corporate leadership
- lower turnover
- employee morale problems

(iii) Operational change: This is needed when an organisation:

- needs to improve quality, quantity, timeliness, unit operation cost of operations in developing products/services .
- focuses on how to improve existing operations to perform better keeping the organisation's goals the same.

Operation change activities include:

- Bringing new technology
- Work processes re-engineering
- Quality management
- Better distribution and delivery of product,
- Enhancing interdepartmental coordination

(iv) Total change is to develop new vision, achieving turn-around. It is nothing but a drastic surgery of the existing system.

(v) Incremental change: These are changes directed at the micro-level and focus on units/subunits/components within an organisation. Changes are done gradually and are adaptive in nature. Small changes will help set in the larger change process and lead the system slowly in the appropriate direction. If incremental

change fails, it will cause less damage to the total system as compared to unsuccessful large scale change.

Change includes:

- Introducing new technology
- Introducing new products, services
- Building teams
- Improving employees communication skills, technical expertise
- Change the incentive
- Improve employee system welfare measures
- Restructuring the organisation

(vi) Planned change: It is basically an operational change on a planned basis as a response to internal and external demands e.g. Down-sizing . It needs system/subsystem level support (in techno-social) to survive.

(vii) Happened change: This occurs due to external cause and is unpredictable. There is no control and it takes place naturally. If happens, it brings in a future state that is unknown.

E.g. currency devaluation.

(viii) Transformational change: This involves the entire or a greater part of the organisation. This may be a change:

- in shape (size and complexity)
- structure (systems ownerships)
- nature (basic assumptions, culture, technology)

E.g., shifts in a products' life cycle,

Union management conflict, product to technology driven shift, manufacturing process change by automation, robotics etc, shift in organisation's norms and culture (cultural revolution.)

It takes time to occur, only when people realise that they are uncomfortable in the present state and needs a change over.

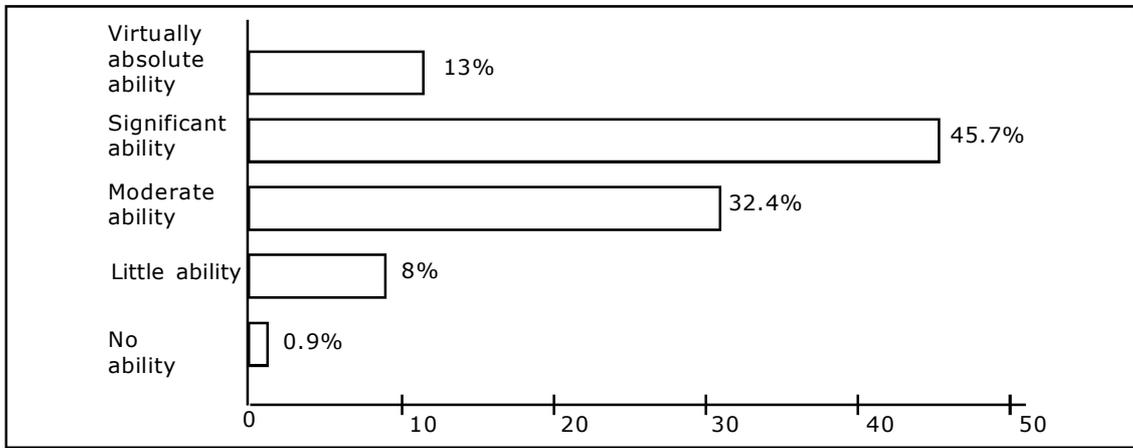
(ix) Revolutionary change: These are abrupt changes in the organisation's strategy and design.

- (x) Recreation:** Breaking the old structure-building a new one to become not just better, but different (metamorphosis). It involves the re-tooling of an organisation's core competencies covering designs, structure, functions and people skills.
- (xi) Strategic change** is a change of all or most of the organisations complements e.g., changing the organisation managements style.
- (xii) Anticipatory change:** Changes carried out in expectation of an event or a series of events. Organisations may tune-in or reorient themselves to future demands . It would involve any of the following:
- making incremental changes in anticipation of external events
 - moving from 'here' to 'there' in anticipation of changing environment
 - changing from the existing state to a designed future state and managing the transition process.
- (xiii) Reactive change:** Responsive to an event or series of events. Most companies are engaged in reactive, often incremental, change. It is also a reactive change, but it involves the organisation in its entirety, and occurs when the organisations are under severe crisis.

1.10 MANAGING CHANGE

It is always needed to align an organisation, or at least getting executive management and management as a whole truly working together, requires change in the organisation. Many leaders, consultants and HR executives have been preaching 'Change' for decades. The concept of re-engineering and the Internet revolution both of which have left lasting marks on organisations. These were the notable examples of those calls by the people who preached, change. However, that call to change sometimes falls on deaf ears, as managers and employees feel they can muddle through another organisational change proposed or executed either by new management or outsiders.

Lasting change depends on individuals, and individual action is critical to the concept of managing for the short term. The good news for organisations is that when asked to rank the degree to which they feel they have the ability to bring about the change in the organisations, most executives and managers feel some what empowered. See the figure below:



(Source: Net Future Institute, 2002)

Feeling that one has the power to effect change in an organisation and actually effecting that change are two different things. It is the difference between thinking you can rock a boat and actually rocking the boat.

Managers feel they have less ability to effect change in their organisations than do executives.

To bring change

- 22% of Managers survived say — Little or no ability
- 16.5% and above Senior executives say — Virtually absolute ability
- 3% below Managers say — Virtually absolute ability

If the managers are to feel better able to manage for the short term, they must understand not only what the company's goals are, but also truly recognise that the company has empowered them to implement change to achieve those goals.

Changing Crisis by Crisis:

Changing to culture happens one manager at a time, one crisis at a time. "For middle and senior managers, the route to succeed is more aligned with how they can manage in crisis rather than process" says Gray. It is more about getting stuff done and continually improving. It is ok to manage by crisis as long as you are good at it". Crisis methodology is preferred than the process methodology as per Gray.

"In the olden days, you were getting a reward for completing a task. Today, you get five or six things done and move on. You never take a breather. More people have to be involved in decisions. Operate in the mode of getting stuff done today. It is in

our culture, you have to find people who can work in this 'live for the moment, plan for the future'. If you don't survive the short run, you won't survive the long run' says the change management expert Gray."

If short term shifts are perceived throughout the organisation, in the context of a larger goal instead of as knee-jerk reactions, they are less likely to be perceived as negative. Managing for the short term requires independent decisions with the increasingly short tenure of chief executives, managers who have been with the company for a long time may see moves as short term in the context of their own experience with the company. On the contrary, a top executive who may be newer to the company might see the same move as a logical step in a longer-term strategy.

Achieving goals through short term means that managers have no time to clear every decision with supervisors; the day-to-day decisions are too numerous and come too quickly for that. So how a company avoids simply allowing managers to focus on short-term results without taking the larger goals into account? For individuals to accept and practice the concept that incremental forward motion should occur regardless of whether it benefits the individual himself, it must be part of a company's strategy. Companies must go beyond simply paying lip service to the concept of team work.

Managers must understand their individual roles are in achieving the larger corporate goals. Their short term also gives support in the long term-direction.

Which of the leadership qualities most important for managers?	
• Ability to recognise and adapt to change	54.9%
• Staying focused	12.6%
• Ability to look ahead	10.5%
• Understanding technology	7.9%
• Deciding what not to do	4.1%
• Speed in decision making	3.3%
• Ability to manage up	} 2.3% to 0.8%
• Industry experience	
• Operating fast	
• Ability to manage down	

(Source:- Net Future Institute 2002)

Implementing Change

Individual managers and parts of organisations are managing the change in some cases, though they may not feel good about it. A certain amount of attitude adjustment

may be needed in others. Either way, anyone who attempts to change the negative mind-set associate with managing change for the short term may face a certain amount of internal skepticism. It will come as no surprise to anyone who has ever tried to implement change that managers and executives feel the biggest impediments to change come from inside the organisation, not outside.

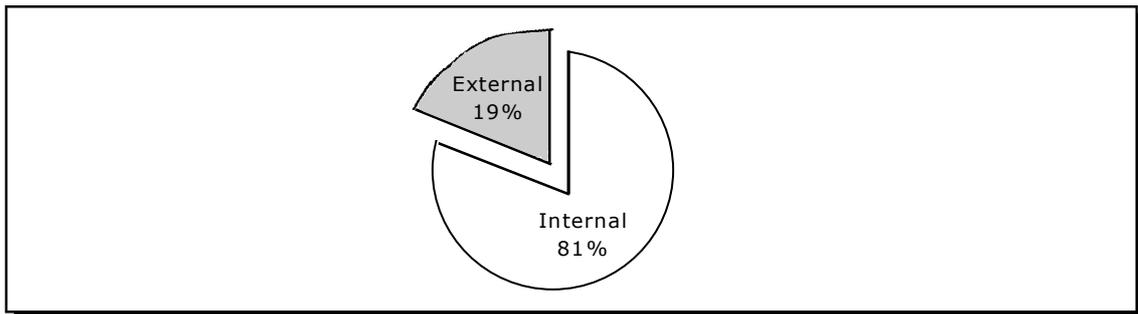


Fig. 1.12 The Biggest Obstacles to Change are Internal

Incremental forward progress benefit is, it helps to provide regular doses of success that can help managers feel better about what they do day to day. Managers also have to remember not to focus only on the road ahead, but also look in the rear view mirror occasionally – not just to be whether the other cars are coming up behind them, but to look at how far they have come, tally up just what the others have accomplished.

By enabling managers to match their customer – derived knowledge with the company's overall strategy, and helping them understand their day-to-day role in achieving it, organisations can achieve the sort of incremental successes that can drive a company forward toward its goals.

QUESTIONS

1. Define change.
2. Give the meaning of change.
3. Give an introduction to 'Change'.
4. How does a change help an organisation?
5. Mention the necessities to have change in an organisation.
6. Give the reasons why a change takes place?
7. If there is no change, what results are found in the organisation?
8. What is the need for change?

9. What do you mean by internal forces of change?
10. What do you mean external forces of change?
11. Which are the sources for internal and external forces of change?
12. Explain the changes depicted on a clock face metaphor.
13. Mention some of the key categories of forces that push organisations to change.
14. Explain how organisations are subjected to change?
15. Explain how people form an important force in the organisation for change?
16. Explain how technology forms an important force in the organisation for change?
17. Explain how information processing forms an important force in the organisation for change.
18. What do you understand by change?
19. Discuss on the role of technology change.
20. How do you say that the change by nature tends to be bipolar?
21. How do you understand the change process?
22. Explain the concept of change.
23. Explain how the change takes place at three levels. Which are the levels?
24. Explain how the continuity in change is maintained?
25. Which are the factors in coping with change?
26. Explain the two types of environmental forces of change.
27. Explain the change forces involved in the internal environment change.
28. Explain the change forces involved in the external environment.
29. List down the types of changes. Explain each one of them briefly.
30. Explain how the change is managed effectively in an organisation?
31. Why do the people resist change? Substantiate with proper reasons.

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