

Chapter Review

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Implementing Change

Objectives...

- 1 understand the role of leaders, managers and change agents in the change process
- 2 critically compare and contrast the planned and emergent approaches to implementing change
- 3 review the application of organization development (OD) theory to implement change within organizations
- 4 discuss typical difficulties associated with implementing change

Key Terms

Change agent	any person seeking to promote, further, support, sponsor, initiate, implement or help to deliver change within the organization
Organisation Development	A systematic process aimed at improving organisational effectiveness and adaptiveness on the basis of behavioural science knowledge; typical stages in an OD programme include analysis, diagnosis, action plans and review, an external third party assists the process. (See also Change Agent.)

24. We have described two dominant approaches to change: planned and emergent. With foundations laid by Kurt Lewin the planned approach, reflected in the organisation and development movement in particular, dominated management for much of the 20th century. However, planned change has faced increasing levels of criticism due to the changing organisational context i.e. from predictable to turbulent environments. In such environments, change must be a continuous process and in many cases it is difficult to determine what must be done and then create a sophisticated plan to achieve it. The emergent approach tends to see changes driven from the bottom up rather than from the top down and stresses change as an open-ended and continuous process of adaptation to changing conditions and circumstances.

25. Diagnosis (Through change models), problem information (from surveys, observations and data analysis), gap analysis and visioning are used to motivate and determine what to change. Having established the need for change, change initiators then consider whether the organisation is in fact ready for change. Lewin concluded that the change process needs to follow a three-step procedure: unfreezing, moving and refreezing. Many change agents use force-field analysis as an analytical tool to understand the dynamics of change. It is used in conjunction with stakeholder analysis.

26. Various people are responsible for making change happen; leaders need to be persuasive and political and overcome resistance. They must monitor the environment, identify and establish the need for change and provide clear direction for organisational change effort. They must also communicate that need and initiate activities. Managers can identify opportunities, promote ethical behaviour, and develop capabilities within the organisation in order to keep it aligned with its environment. The success of implementing change is associated with those who facilitate the change process. Change leaders need to understand why people react to change as they do - they should consider those on the receiving end. Change recipients may be concerned about how the change will impact upon their relationships with others (the people they currently work with), their ability to do what is being asked of them and their future needs.