Describe the main theoretical foundations of change management
Critically evaluate the planned and the emergent approach to change
Identify and describe a selection of integrated change management models
Understand the situations in which the various approaches to change are most appropriately used
Understand the role of leaders, managers and change agents in the change process
Understand resistance to change



## Key Terms

**ORGANIZATIONAL CHANGE**

"the alteration of organizational components (such as the mission, strategy, goals, structure, processes, systems, technology and people) to improve the effectiveness or efficiency of the organization"

**TRANSACTIONAL CHANGE**

"changes to components of the organization such as the structure, systems and processes"

**TRANSFORMATIONAL CHANGE**

"a fundamental change impacting upon the whole organization (the leader, mission, strategy and culture)"

**FORCE FIELD ANALYSIS**

a technique for assessing the balance of factors that respectively encourage and resist movement towards a desired target situation.

**GAP ANALYSIS**

identification of discrepancies between the current position and the desired future position

**CHANGE MODEL**

an abstract representation describing the content or process of changes
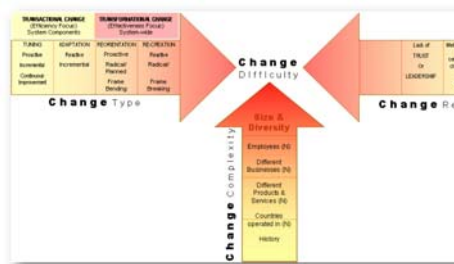
**RESISTANCE TO CHANGE**

the desire not to pursue change

**OPEN SYSTEM (VIEW)**

"considers the organisation's structures, systems, processes and external environment to be interrelated and able to affect one another"

**SYSTEMS THINKING**

a holistic approach to analysis that focuses on the way a system's constituent parts interrelate and how systems work over time and within the context of larger systems

Organizational change concerns the alteration of organizational components (such as the mission, strategy, goals, structure, processes, systems, technology and people) to improve the effectiveness or efficiency of the organization. Change may take place in any part and at any level of the organization. Change may seek to make the organisation more effective or efficient. The primary needs for change derive from the need for alignment between the organizations' internal and external environments.There are many types of change distinguished: Discontinuous versus continuous; planned versus unplanned and Organisational level: individual, group or total system. Nadler and Tushman argue change can be considered in two dimensions; the first is the scope of the change and the second concerns the positioning of the change in relation to key external events. Reactive changes are clearly in response to an event or series of events. Other changes are initiated in anticipation of external events that may occur- anticipatory (proactive) changes. Intensity relates to the severity of the change. Strategic changes are obviously more intense than incremental changes.

Gap analysis and visioning are amongst the tools that can provide answers to the question, why change - to frame the vision for the change. Visioning is a mental process in which images of the desired future (goals, objectives, outcomes) are made explicit motivators for action. In many cases, the need for change will derive from an evaluation of organisational outputs (products and services), where it operates, what it does (primary activities) and how it performs such activities (work). Individuals and groups will need to gather and make sense of internal and external data and the perspectives of stakeholders and must take account of their own concerns and preferences. Having established the need for change, change initiators should then consider whether the organisation is in fact ready for change.





Open systems and Models of organisational analysis were described. The organisational system model proposed by Leavitt (1965) is made of four major components: task, people, technology and structure. The components are interdependent with one another and a change in any one of the components will result in change amongst the other three. Planned approaches are more likely to make use of the change models, tools and techniques discussed; emergent change is a view that Organisational change is a continuous process of experimentation and adaptation achieved through many small to medium sized incremental changes. Lewin concluded that the change process needs to follow a three-step procedure: unfreezing, moving and refreezing. Force-field analysis is an analytical tool to understand the dynamics of change. It is used in conjunction with stakeholder analysis.

The change initiator identifies the need and vision for change; change implementers make change happen; the change recipient is affected by the change and the change facilitators assist.The change agent seeks "to reconfigure an organisation's roles, responsibilities, structures, outputs, processes, systems, technology or other resources". 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 and understand Change recipients who may respond through absenteeism, sabotage or departure from the company.