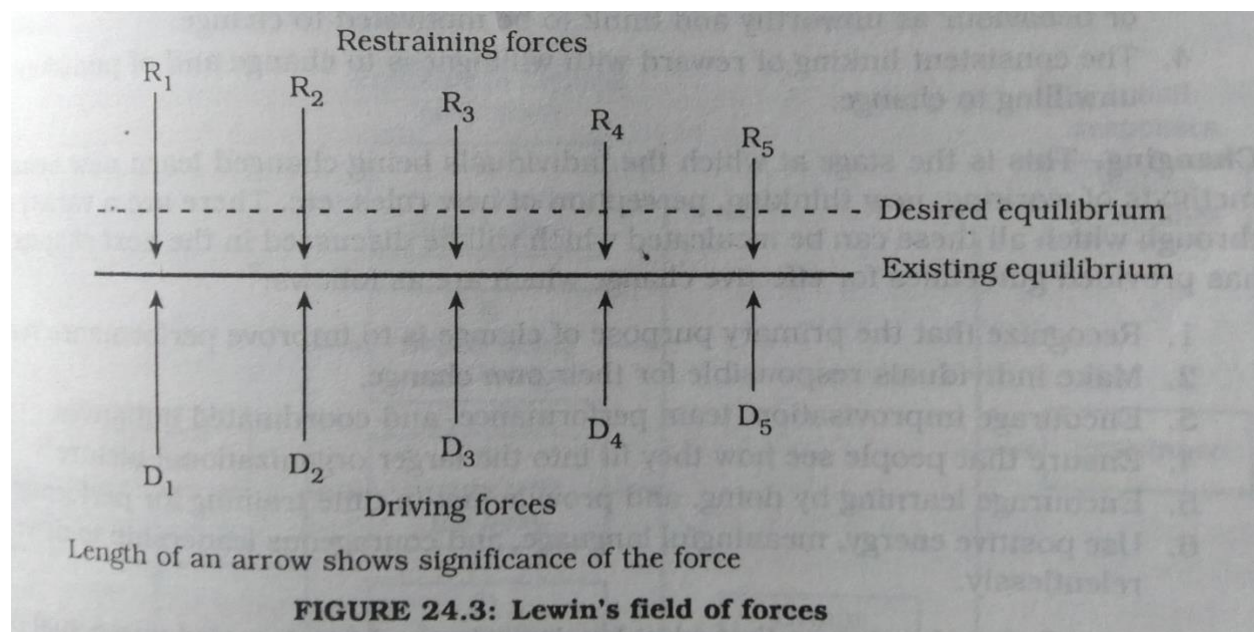


Approaches to managing organisational change

Plant change is automatic, rather, there are many forces in individual, groups and even in the organisation which resist such change. Unless the corporation of people is not ensured. any change process will not succeed. For this purpose, the management has to create an environment in which change will be accepted by the people. This problem is referred to the problem of overcoming resistance to change and will be taken letter.

In a group process there are some forces favouring and some opposing to maintain an equilibrium. This has been referred to as 'field of forces' by Kurt Lewin. He assume that in any situation, there are both driving and resisting forces which influence any change that may occur. Driving forces are those which affect a situation by pushing it in a particular direction; they tend to intimate exchange and keep it going. Restraining forces act to restrain change or to decrease the driving forces. equilibrium is reached when the sum of driving forces equal to the sum of restraining forces as shown in following figure



Organisational equilibrium is not static but it is Quasi-static and management may change this equilibrium by some effort. For introducing change, management may face three types of situation based on operation field our forces:

- 1) If the driving forces outweigh the restraining forces, management can push driving forces and overpower restraining forces.
- 2) If the restraining forces are stronger than driving forces, management may either give up the change program or pursue it by concentrating on driving forces and changing restraining forces into driving ones or immobilizing them.
- 3) Driving and restraining forces are fairly equal, management can push up the driving forces and at the same time can convert or immobilized restraining forces.

Thus, the management has to post driving forces or converting or mobilizing restraining forces so that people accept the change. If the driving force is exist or management's efforts have brought the equilibrium of driving and restraining forces at desired level, it can go for change; it can take necessary action for change

Action for change

Actions for change comprise three stages; unfreezing, changing, rephrasing.

Unfreezing- unfreezing is the process in which a person cast aside his old behaviour which might be in appropriate, irrelevant or inadequate to the changing demand of the situation. This aspect of change is as important as the action relating to changing the target. Just as a farmer must clear a field before planting new seeds, show must manager help employees clear their minds of old roles and purpose. These are as follows:

- 1)** The physical removal of individuals being changed from there accustomed proteins, sources of information, and social relationship.
- 2)** The undetermined and destruction of social support.
- 3)** Demanding and humiliating experiences to help individuals to see their old attitude or behaviour as unworthy and think to be motivated to change.
- 4)** The consistent linking of reward with willingness to change and of punishment with unwilling to change.

Changing- This is the stage at which the individual being change learn new behaviour methods of working, new thinking, perception of New roles etc.

- 1) Recognise that the primary purpose of change is to improve performance result.
- 2) Make individuals responsible for their own change.
- 3) Encourage improvisation, team performance and coordinated initiatives.
- 4) Ensure that people see how they fit into the larger organisational picture.
- 5) Encourage learning by doing, and provide just in time training for performance.
- 6) Use positive energy, meaningful language, and courageous leadership to drive change relentlessly.

Refreezing- Refreezing means that what has been changed learned is integrated into actual practice. At this stage, the individual internalize the new beliefs, feeling and behaviour learn during the changing phase. They adopt these element as permanent part of their behaviour. Ofen, there is a tendency that individual revert back gradually to their old behaviour, which they were displaying before the change, in the absence of suitable reinforcement. Therefore, reinforcement is necessary for internalization of new behaviour.

Feedback

Management of change requires feedback and follow up actions to ensure that change program is processing in right direction without producing any dysfunctional effect. sensor change program is likely to solve some more problems and produce other problems, though of minor gratitude, it is desirable that management has constant watch as the change program processes. Problems created by change should be e tackled immediately so that it gives better results to the organisation. Feedback received from the initial attempt of change program may be used to modify the subsequent program. Normally, the impact of change program is measured in terms of objectives. Therefore, objectives of change should be defined operationally so that measurement is easier.