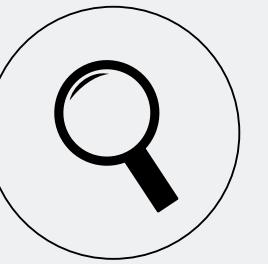


Università Carlo Cattaneo LIUC
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Managing entropy through change: driving change through empathy

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CORE PURPOSE



**Critical analysis
of Accenture's emphatic,
human-centered approach
to change management**



KEY THEORETICAL REFERENCES

What are the types of organizational change?

- Revolutionary vs Evolutionary
- At individual, group or large-system level

Why is change vital to an organization's existence?

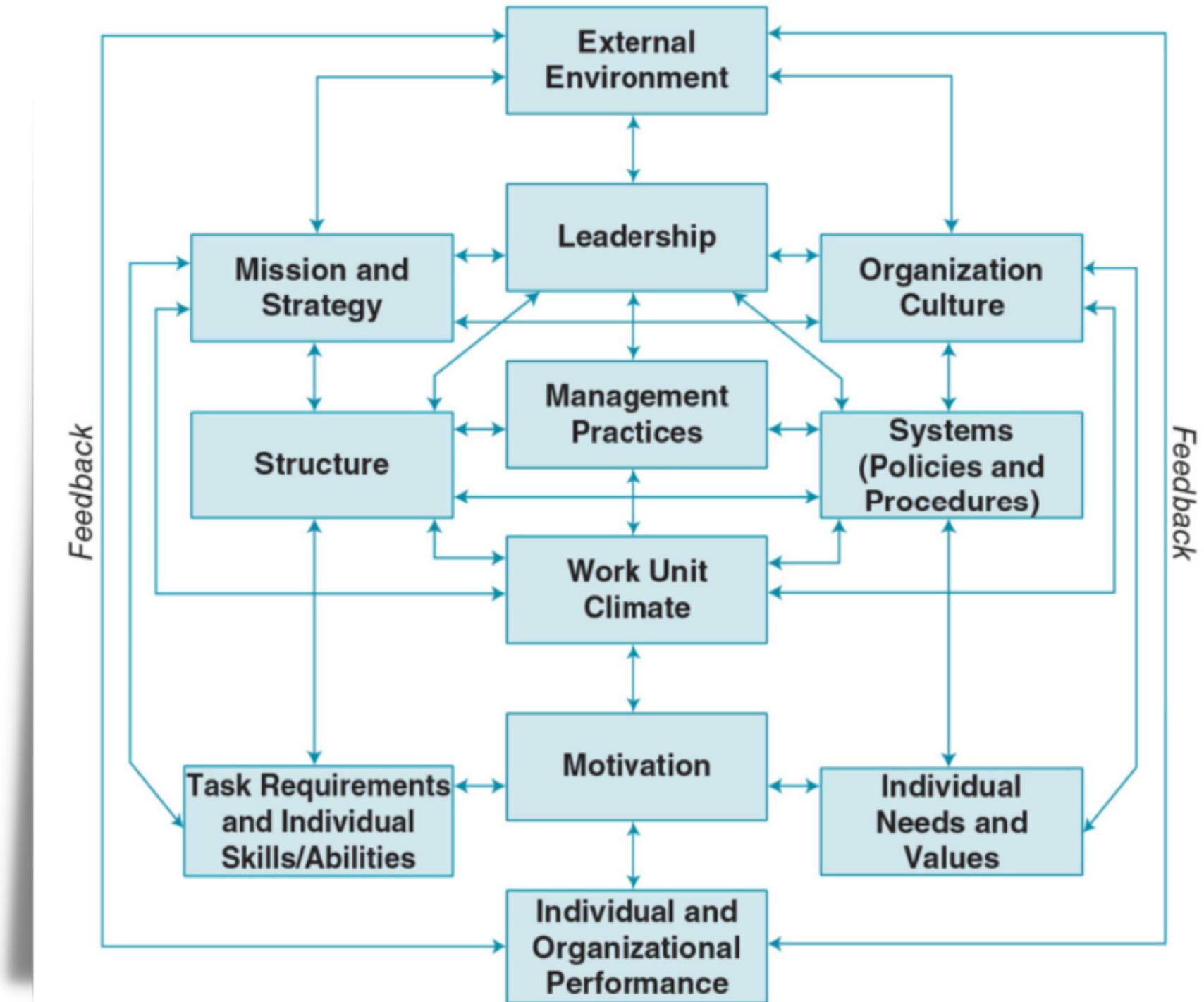
- Change as means to manage the entropic process in which the organization, regarded as a cyclic input-throughput-output open-system, resides (Katz and Kahn's contributions to open-system theory)

Why is change management necessary?

- Shock and denial, anger, bargaining or procrastinating, depression, and acceptance (Kubler-Ross' emotional journey)
- Blind, political, ideological resistance (Hamrick and Cannella)
- Brehm's Psychological Reactance theory
- Lewin's three-phase model

THE BURKE-LITWIN'S "A CAUSAL MODEL OF ORGANIZATION PERFORMANCE AND CHANGE"

- Provides for a framework to define appropriate change management strategies
- Weighted causality among the system dimensions
- Organizational climate as primary driver for motivation, which defines organizational performance
- Focus on leadership

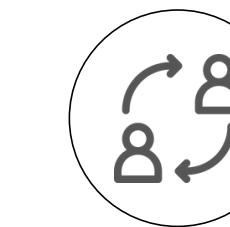


(Burke, 2017, p. 318)

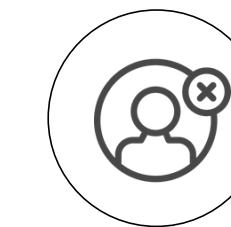
THEORETICAL VARIABLES



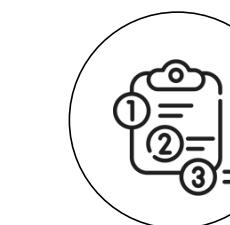
The evaluation of Accenture's methodology is based upon the extent to which it implements the following theoretical concepts:



Type of change and resulting organizational impact identification



Type of resistance to change assessment and management



Lewin's unfreezing, movement, refreezing stages appliance



Organizational climate improvement and **leadership** focus, in line with the Burke-Litwin model

Accenture's Human-Centered change approach



SET VISION AND PATH

definition of a holistic overview of the client's project; change's scale and type; a clear and motivating change vision statement; change capability and readiness of the client organization; detailed change roadmap



DISCOVER THE CHANGE AUDIENCE

through target change personas with common needs, roles, and challenges, to design customized change journeys



IDENTIFY CHANGE IMPACT

on the different groups. As well as resistance, lack of awareness, lack of desire to support change, lack of leadership support, lack of resources and remedies, through change risk assessment



DEFINE CHANGE JOURNEY

for each target persona, displaying all communication and training activities and key project milestones on a timeline



DEFINE CHANGE NETWORK

through change ambassadors – employees acting as leaders of change, championing the change vision, favoring the understanding of the need for change, and tackling resistance



CUSTOMIZED COMMUNICATION

in terms of key messages, information, delivery channels, and time frequency, based on the change personas and change impact analysis (e.g., awareness meetings, newsletters, and promotional videos)



SET UP TRAINING PLAN

as customized, flexible and collaborative learning. (e.g., Training sessions, tutorial and process videos induction booklet with manuals and PowerPoint slides, coffee breaks and FAQ)



SUSTAIN AND MONITOR CHANGE

through KPIs, user adoption, business specific and system specific metrics to take corrective actions and modify change journeys on-the-go

ANALYSIS OF THE METHODOLOGY

Strengths

- 1 **Definition of type of change**, and **evaluation of change impact** on the various clusters of stakeholders
- 2 **Direct, informative, engaging communication style** to make end-users understand and feel part of change, tackling resistance and accelerating adoption
- 3 **Adoption of “closure and participation” tactics** through awareness meetings and first customized communication
- 4 **Each stage and deliverable are “human-centered”** since based on the emphatic understanding of the different stakeholders' needs, roles, pain points
- 5 **Central importance given to leadership** through the identification, strategic participation, and training of change ambassadors

Weaknesses

- 1 **Weak direct participative role of end-users** to the planning and formulation of change activities
- 2 **Poor consideration** of organizational culture and management practices
- 3 **Lack of change activities planned** for the “refreezing phase”, after the go-live of the system. Risk of having employees and change leaders, resorting to old habits
- 4 **No clear and certain measuring** of users' adoption rate after a certain amount of time has elapsed



A blurred background photograph of a person with long hair, wearing a light blue shirt, standing in a field of tall, golden-brown grass under a bright sky.

**THANK YOU
FOR THE ATTENTION!**
