

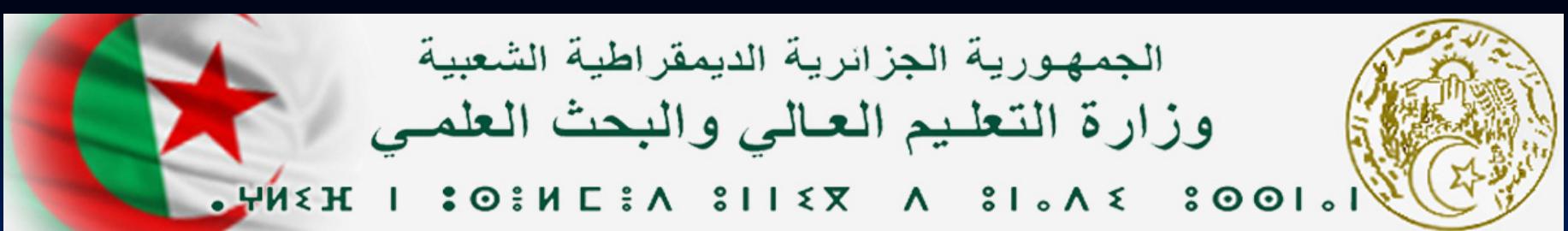


Week 13



ensia The National School of
Artificial Intelligence
المدرسة الوطنية العليا للذكاء الاصطناعي

DECEMBER 19, 2023



الجمهورية الجزائرية الديمقراطية الشعبية
وزارة التعليم العالي والبحث العلمي

٠٥٥١٠٨٤٠٩٦٤٨٠١١٤٨ : ٠٩٦٣٨ : ٠٥٤٣٧ .



المدرسة الوطنية العليا للذكاء الاصطناعي

National High School of Artificial Intelligence

(ENSIA)

Academic Year
2023-2024
[Y-S.]

YOUR MANAGEMENT COURSE

Introduction to
BUSINESS





PART 5: ORGANISING

Chapter 17:

GUIDING ORGANISATIONAL CHANGE AND INNOVATION

Prepared by
Argie Butler
Texas A&M University





5 Learning Goals:



1. Describe 4 types of organisational change;

2. Explain the planning process for org. change;

3. Identify 4 methods of organisational change;

4. Describe how innovation relates to org. change;

5. Discuss how learning organisations foster change.



WHAT IS MEANT BY ORGANIZATIONAL CHANGE?

Organisational change:

- Refers to any transformation in the design or functioning of an organisation.
- Takes place in two ways:
 - A) Degree of change, and
 - B) Timing of change.

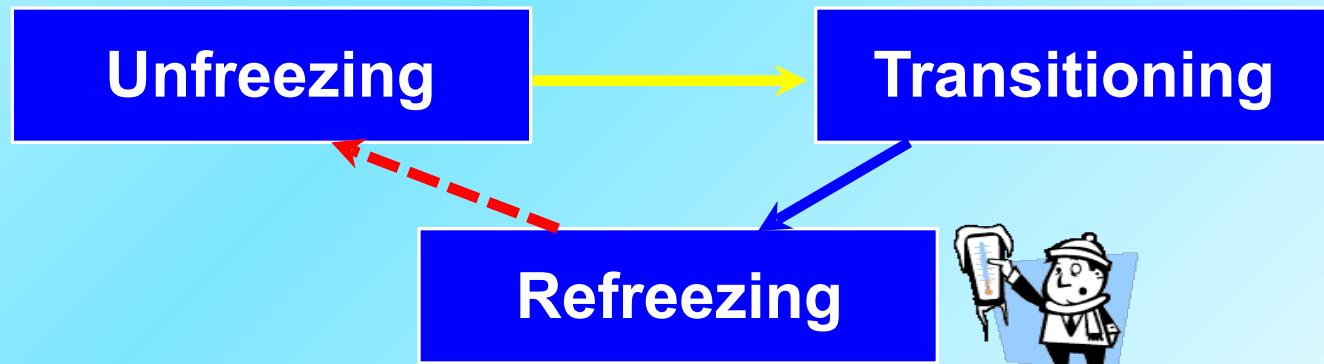


Types of Organisational Change:

A) DEGREE OF CHANGE

A-1: Radical org. change: occurs when major innovations are made by organisations in the ways they do business.

> Stages of Radical Change* (model developed by Kurt Lewin)



(*Adapted from Figure 12.1:)



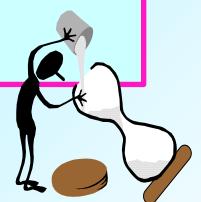
Tempered radicals: refers to people who strive to create radical change but do so by prodding (pushing) an organisation to make many small incremental changes.



A-2: Incremental change: is an ongoing process of evolution over time, during which many small adjustments occur routinely;



Total quality management: implies heavy reliance on continuous incremental change.





Advice for Tempered Radicals



1. Earn credibility first, and then leverage it;
2. Gather and accept support from others along the way;
3. Develop grass roots initiatives and be willing to share the stage with supporters;
4. Chip away at standard operating procedures little by little over time until you achieve real success;
5. Accept small changes as making progress;
6. Develop your ability to compromise as well as persuade;
7. Be persistent.





Types of Organisational Change:

B) TIMING OF CHANGE



B-1: Reactive change: occurs when an organisation is forced to adapt or innovate in response to some event in the external or internal environment;



B-2: Anticipatory change: occurs when managers make organisational modifications based on forecasts of upcoming events or early in the cycle of a new trend.





Types of Organisational Change:

INTEGRATED MODEL

Small
Adjustments

↑
Degree of Change
↓

Incremental
Anticipatory
Change

Incremental
Reactive
Change

Radical
Anticipatory
Change

Radical
Reactive
Change

Major
Transformation

Timing of Change

Before Major Shifts
in the Environment

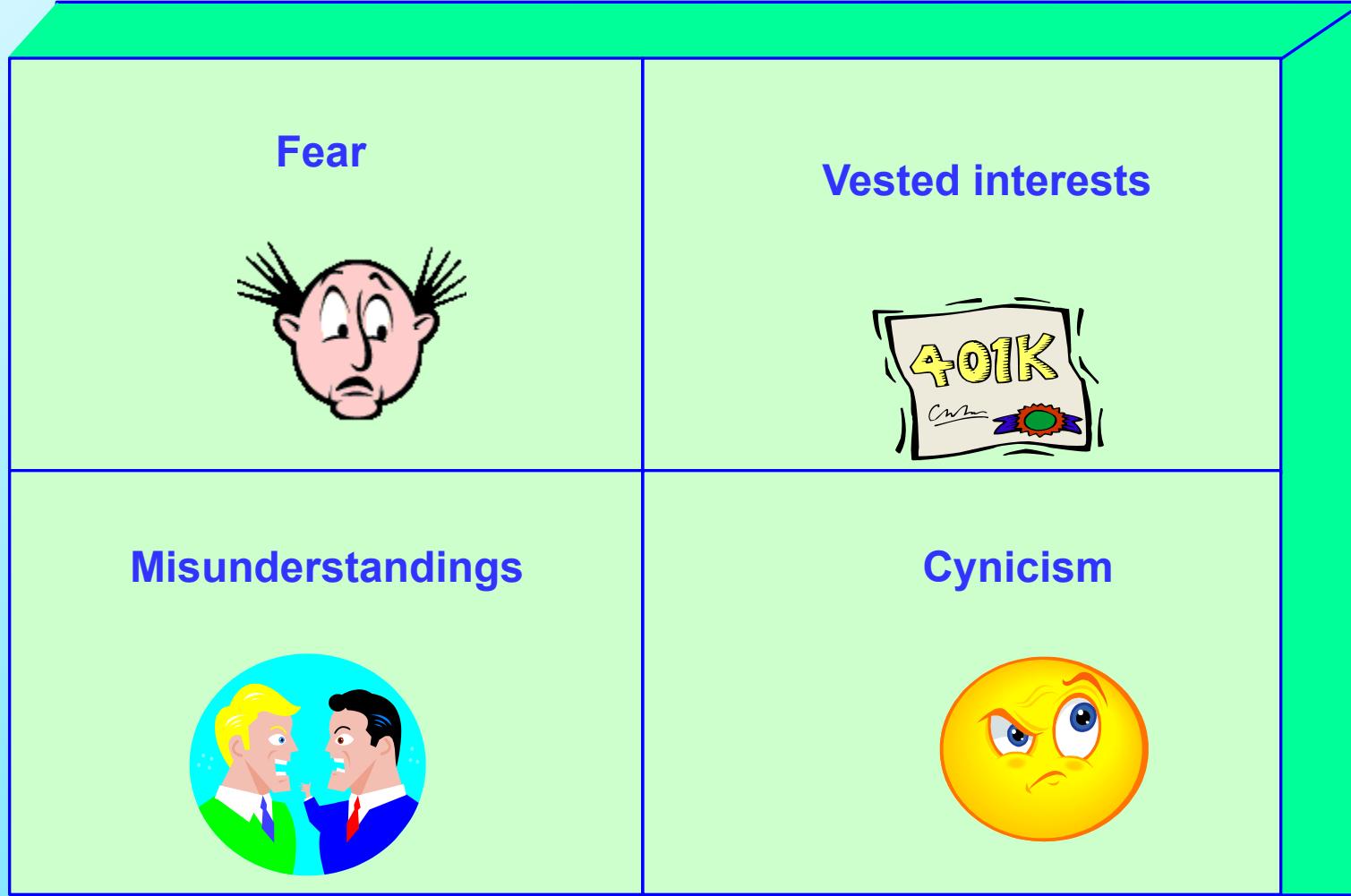
After Major Shifts
in the Environment

Planning for Organisational Change: Key Steps



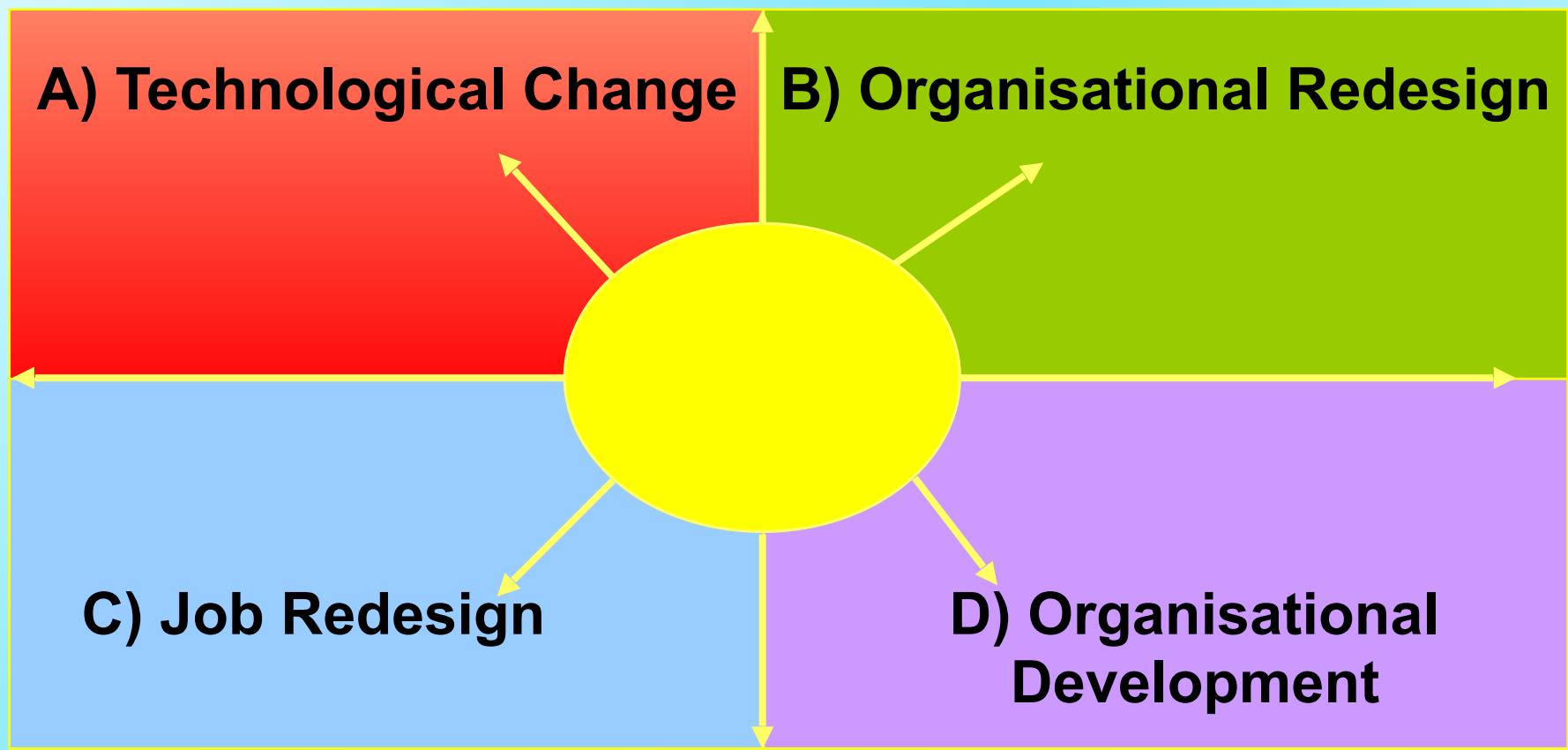


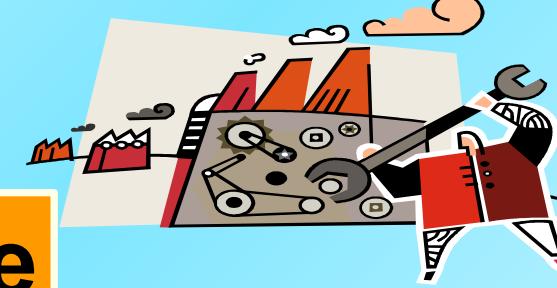
Planning for Organisational Change: Common Reasons for Resistance





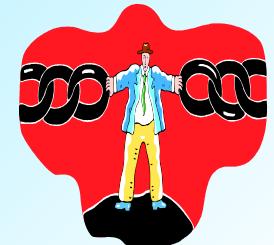
Implementing Change: Common Methods for Creating Change





A) Technological Change

- Involves incremental adjustments or radical innovations that affect workflows, production methods, materials, and information systems.
- Many new forms of information technology (IT).
- IT is enabling real time and any time links between suppliers, producers, distributors, and customers.





B) Organisation Redesign

- Involves incremental adjustments or radical innovations focused on realigning departments, changing who makes decisions, and merging or reorganising departments that sell the organization's products.
- Two basic approaches:
 - ✓ Change organisation's structure, such as from functional to product departmentalisation;
 - ✓ Change organisation's processes, such as how customer complaints are handled.
- Restructuring: reconfiguring the distribution of authority, responsibility, and control in an organisation.
- Reengineering: radical redesigning of an organisation's functions and business processes.



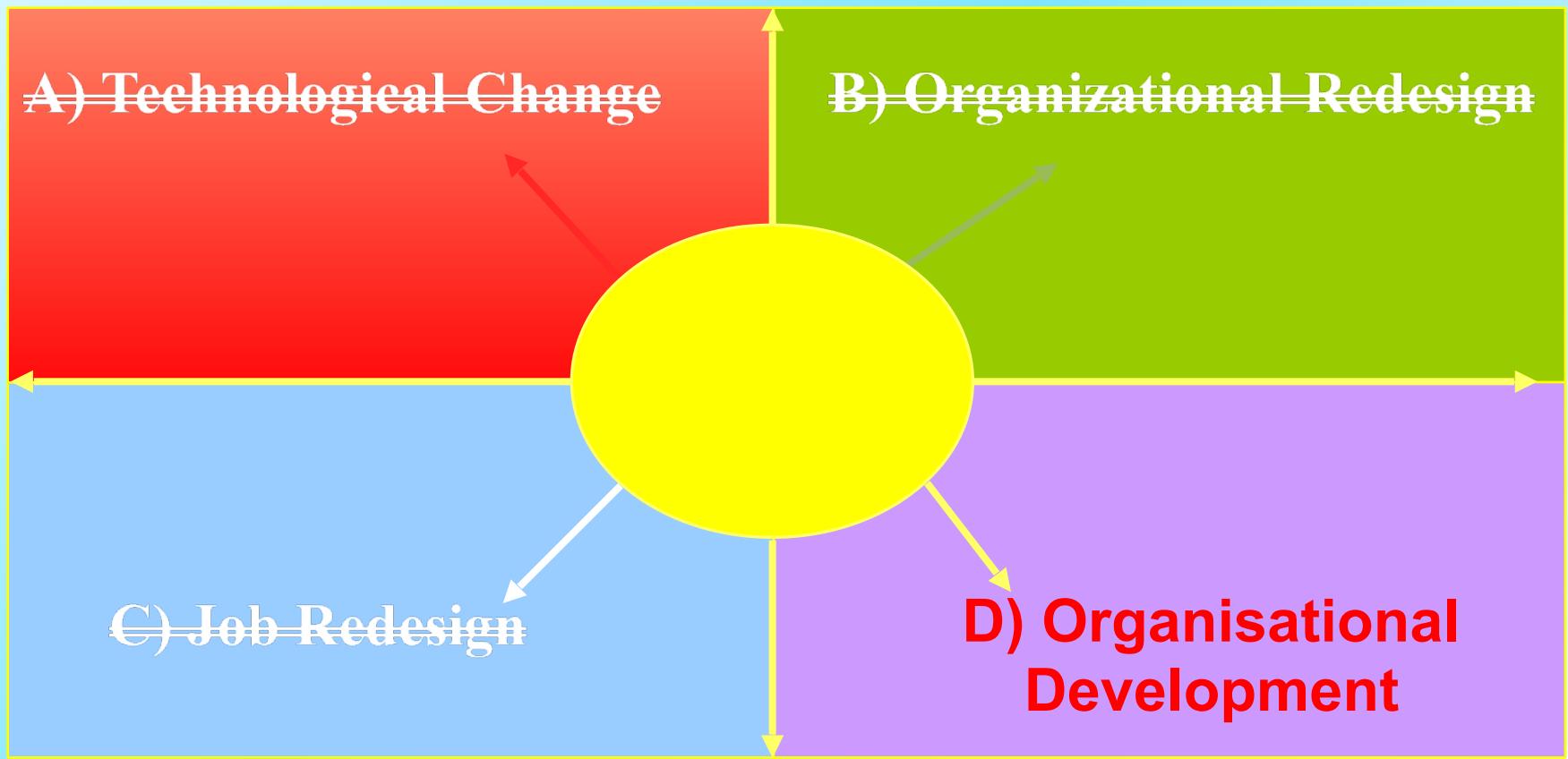
C) Job Redesign



- ❖ **Modifying specific employee job responsibilities and tasks.**
- ❖ **Job simplification: the scientific analysis of tasks:**
 - Focus on efficient workflow process for employees in a particular job;
 - Frequent use of time and motion studies.
- ❖ **Job enrichment: changing job specifications to broaden and add challenge to the tasks required and to increase productivity:**
 - Increases interesting and challenging work;
 - Increases autonomy and personal freedom.



Implementing Change: Common Methods for Creating Change





D) Organisational Development

- Organisational development (OD) is a broad label involving a number of people-oriented methods for introducing changes in organisations.**
- It is a planned, long-range behavioural science strategy for understanding, changing, and developing an organisation's workforce in order to improve its effectiveness.**
- There are many methods, 3 of the most used ones are:**
 - 1- Focus Group method;**
 - 2- Survey feedback method;**
 - 3- Team building method.**





1-Focus group >> involves a carefully planned discussion among several employees about a specific topic or issue of interest, which is led by a trained facilitator:

- The facilitator explains the topic to be discussed, also the role of the scribe (the person who takes notes about what is said, but not who says it) and how the organisation will use the results of the focus group discussion;

- Participants come prepared to discuss a specific topic. If confidentiality is a concern, participants are chosen from different units of the organisation, not the same work group;



2- Survey feedback: a process that allows managers and employees to report their thoughts and feelings about the organization and to learn about how others think and feel about their own behaviors.

- Feedback obtained by means of a questionnaire developed and distributed to employees, who complete it and turn it in anonymously;
- Content of questionnaire depends on areas of most concern.

Questionnaire

memo





3- Team building: process that develops the ability of team members to collaborate effectively so they can perform the tasks assigned to them.

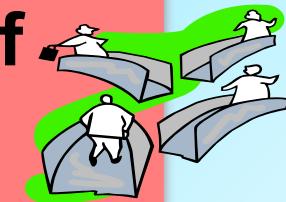
- Often emphasises developing a group climate that is safe;
- Openness can be risky, but promotes creativity and effective problem solving.





Combining Methods of Change

- Major organizational change is a complex process;
- Typically involves a combination of methods;
- Example: purchasing and installing enterprise resource planning [ERP] software.





Role of **Innovation** in Organisational Change

- ❑ **Innovation:** involves the discovery, identification and diagnosis of unusual and ambiguous problems and/or the development of different, unique or creative solutions.



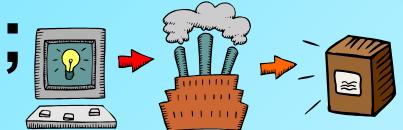
- ❑ **Strategic importance of innovation:**

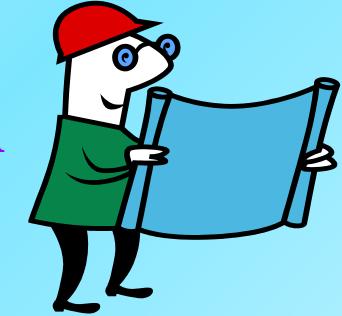


- ✓ Critical in dynamic and changing environments;
- ✓ Organisations can rest on prior success;
- ✓ Complacency (self-satisfaction) is deadly.

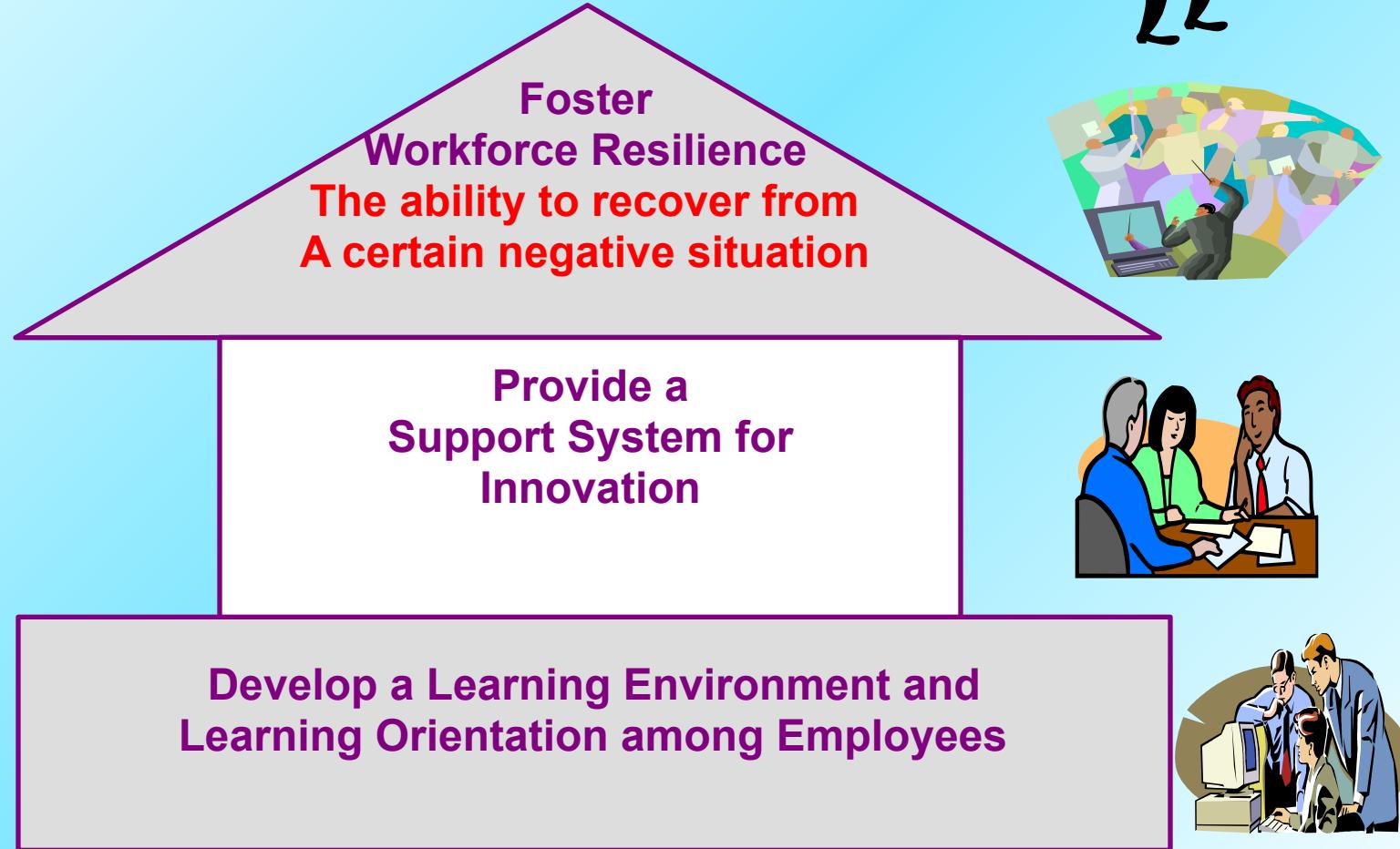


Types of Innovation

- **Technical innovation:** creation of new goods and services; 
- **Process innovation:** creating a new way of producing, selling, and/or distributing an existing good or service; 
- **Administrative innovation:** creating a new organisation design that better supports the creation, production, and delivery of goods and services. 



Architecture for Innovation



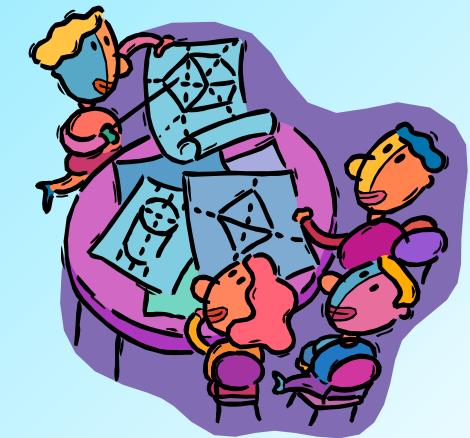


Learning Organisations

A learning organization: is characterised by both the drive and the capability to modify or transform itself and improve its performance continuously.

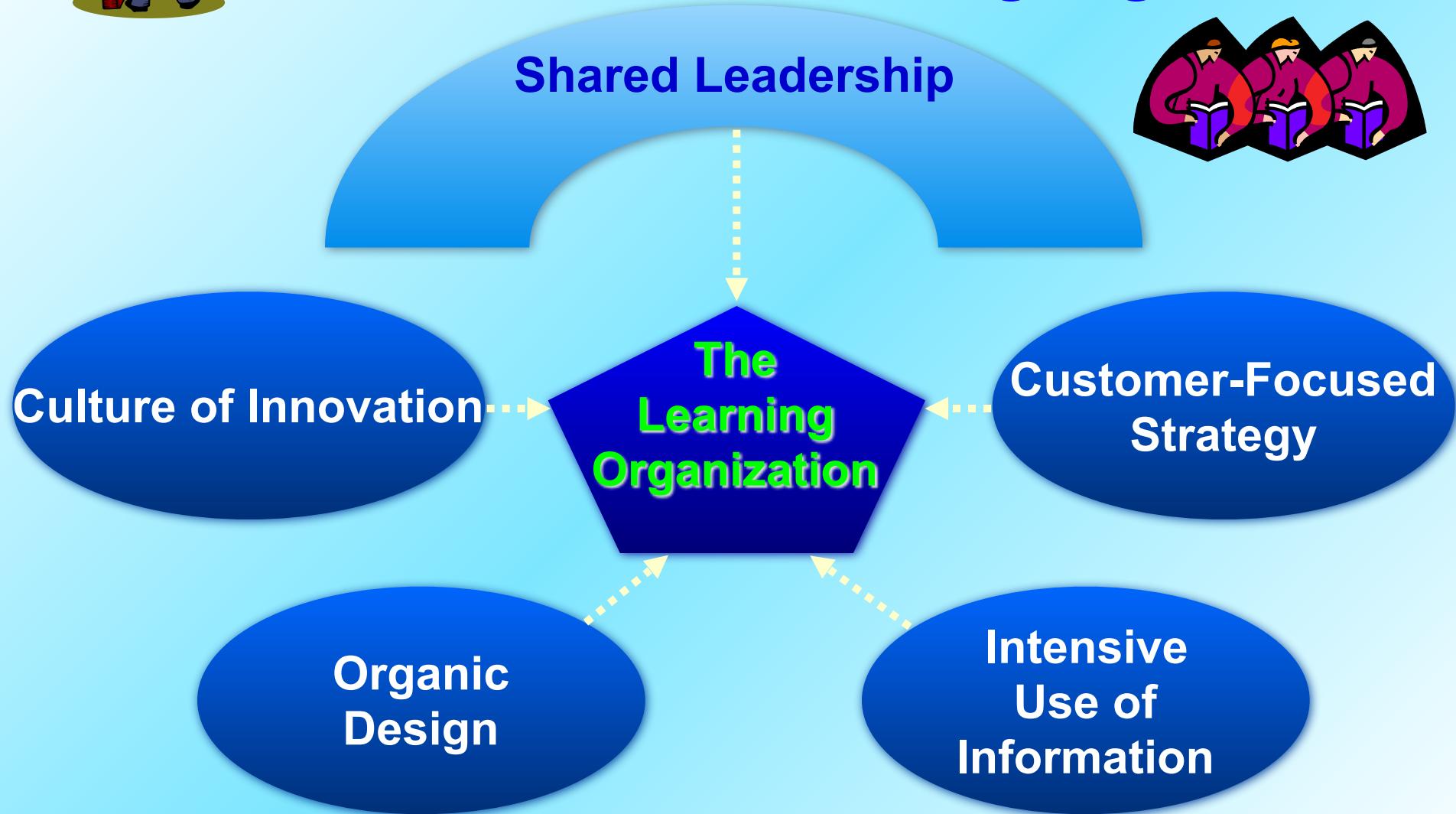
Sources of learning:

- Past experiences;
- Customers;
- Various parts of the organisation;
- Other organisations.





Characteristics of a Learning Organisation





LEARN ABOUT INNOVATION:

<https://www.youtube.com/watch?v=vGCIwcJIpHk>



THANK YOU



Downloaded from
CreativeCommons.org

Attributed to
Prof. Oukil



Attributed to
Prof. Oukil