

Approaches to managing organizational change:

Lewin's three steps model

- In 1951, Kurt Lewin, a social psychologist has developed a new way of looking at change.
- This model is also called force field analysis.
- To make the change more lasting, Lewin proposed three phases of the change process for moving the organization from present to the future.
- Three stages are:
 1. **Unfreezing:** (the person has an existing state) this is the first stage in Lewin's model. It involves preparing the organization to accept that change is almost necessary. But this demands breaking down the frozen ice before managers can build a new way of operating. This is easy to say but tough. Managers can convince people through declining sales, poor financial profits, declining customer satisfaction results, etc. to break the status quo. This step include:
 - Determine what needs to change
 - Ensure there is strong support from senior management
 - Create the need for change
 - Manage and understand the doubts and concerns

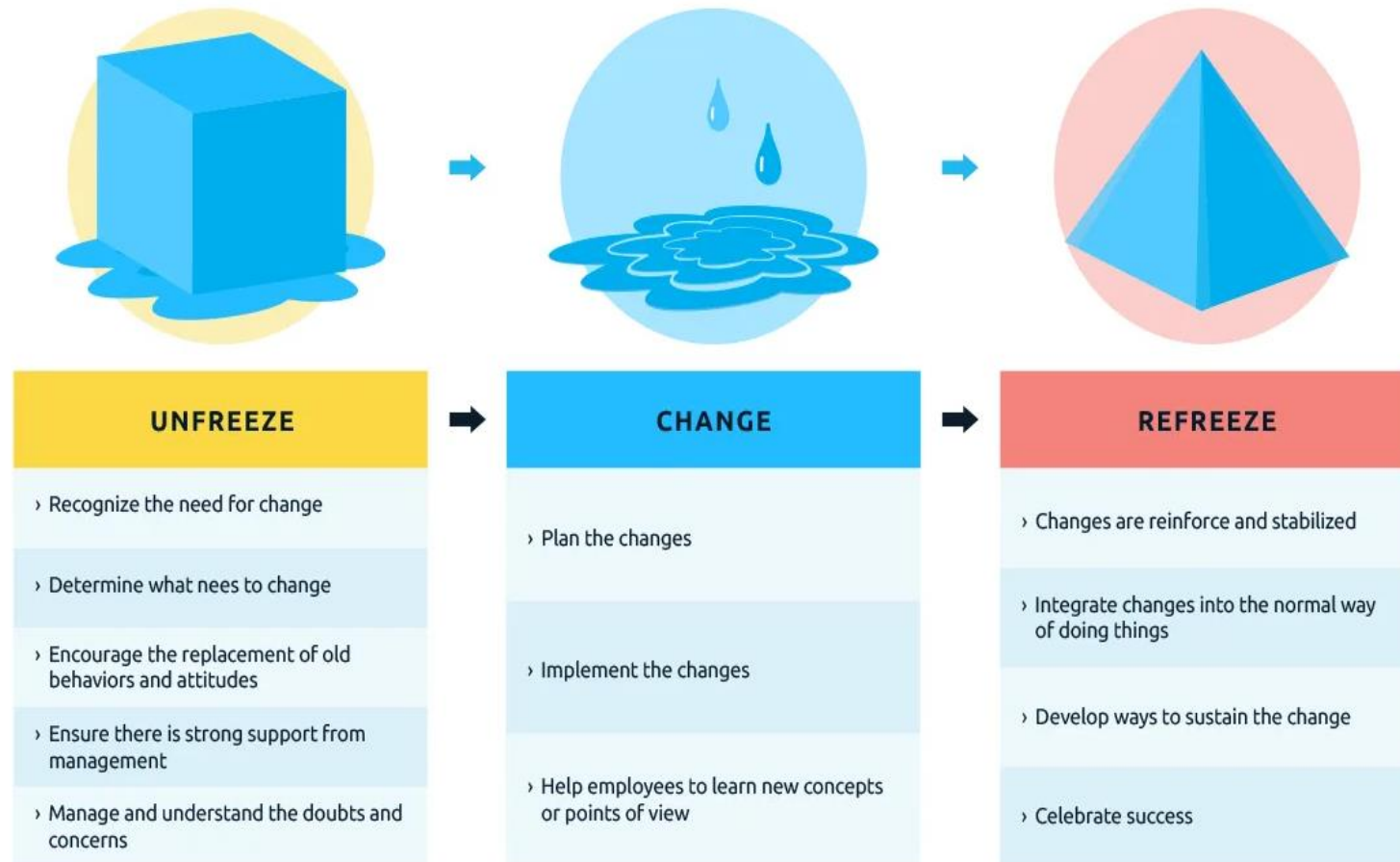
2. **Changing** (melting the ice into liquid state) the first stage creates uncertain and pain but this stage shows the way to solve the problem. Employees look for new ways to do things and act in ways that support new directions. But this does not happen overnight. Managers need to educate staff that how change will benefit them, not only pain. All employees may not gain from change, some of they may leave the organization. Managers need to do the following actions:

- Communicate often
- Dispel rumors
- Empower action
- Involve people in the process

3. **Refreezing:** (continuity) as the change takes the shape the organization are ready to refreeze (next size strong ice making). The visible signs of refreezing are a stable and competitive organization chart, consistence job descriptions, equitable reward/punishment systems and so on. It involve:

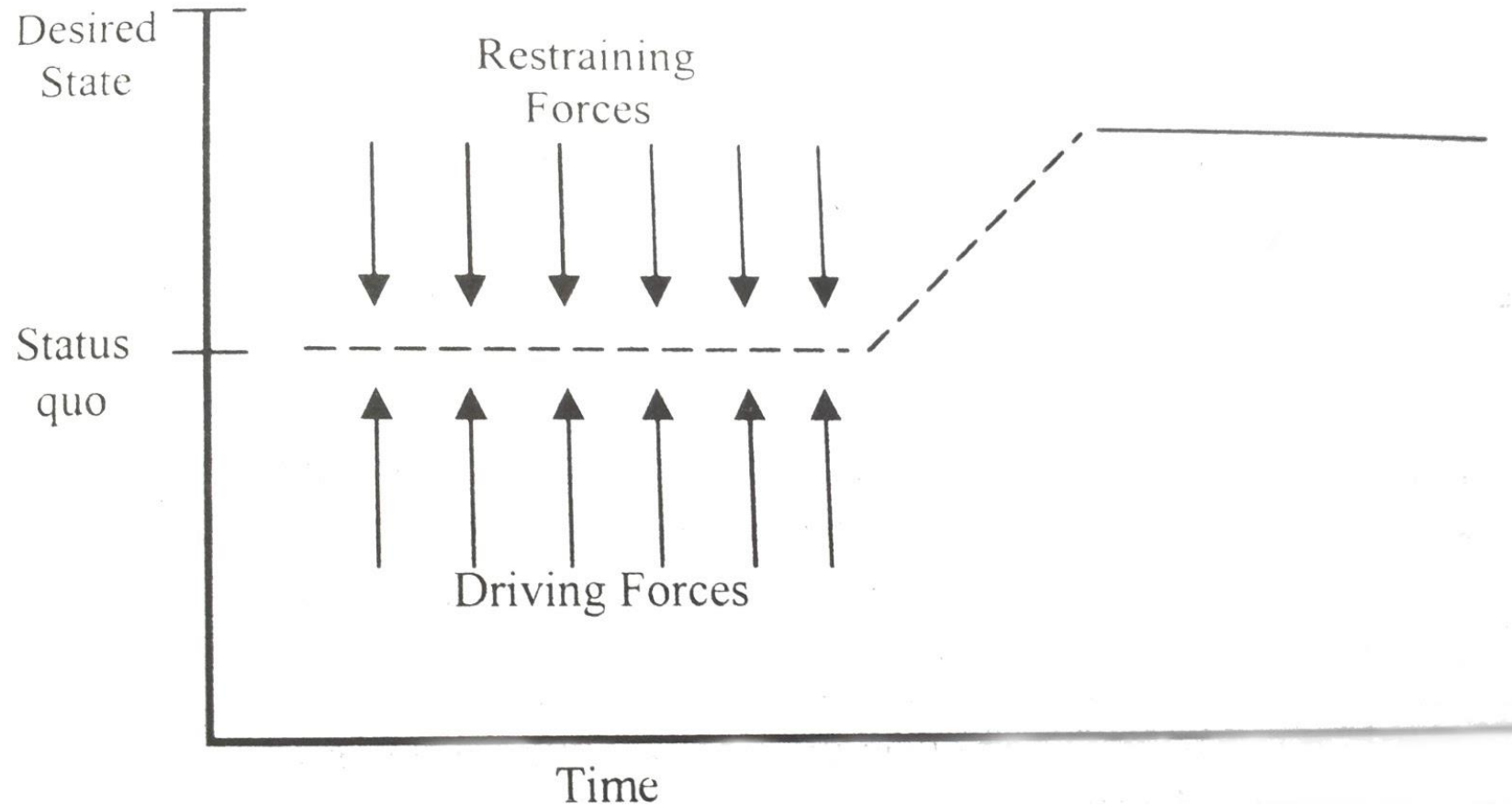
- Anchor the change into the culture
- Develop ways to sustain the change
- Provide support and training
- Celebrate success

LEWIN'S CHANGE MANAGEMENT MODEL



- According to Lewin, there are two types of regular forces that affect change.
 1. Driving forces: forces that support change
 2. Restraining forces: forces that block change
- Lewin viewed change not as an event but as a dynamic balance of forces working in opposite directions. His approach suggests that any situation can be considered to be in a state of equilibrium resulting from a balance of forces. They are constantly pushing against each other. Certain forces in the situation tend to maintain the status quo. At the same time various pressures for change are acting opposite to these forces and are pushing for change.

Unfreezing the status quo



- From the above figure, the status quo can be considered to be an equilibrium state. To move from this equilibrium, unfreezing is necessary. It can be achieved through one of the three ways. They are:
 - Increase driving forces: it focuses on boosting up change programs.
 - Decrease resisting forces: it pulls back change programs.
 - Combine the first two approaches: in the most cases, managers use this approach, increase the driving forces as well as decrease the resisting forces as far as possible.

Organizational Development

- OD is the study and implementation of practice, system and techniques that affect organizational change.
- It is the process of improving organizational efficiency through planned change.
- It is a long run plan to change behavior and performance of the organization.
- Its main motive is to improve overall operating efficiency of the organization.
- It emphasizes on human aspects rather than on mechanistic aspect.
- For this, education and training culture must encourage in the organization to ensure planned change to adapt in changing environment.

Features of OD

1. Long term effort: OD is not a short range effort. OD programs generally cover a period of 3 to 5 years.
2. Broad based: it is broad based approach implemented to bring comprehensive change in overall system of the organization. These changes involve organizational redesign, change in organizational philosophies, culture, system and skills etc.
3. Dynamic process: it is a dynamic process and demands a considerable investment of time and money.
4. Continuous process: it is a long term, continuous and comprehensive process. It demands huge cost, time and effort.
5. System view: it is an open and wide system. All the subsystems of an organization are inter-connected and inter-related to each other. Only some change on subsystem may become worthless if it can not affect on whole system. So, it emphasize change on whole system on the basis of requirement.

6. Research based: most of the OD intervention (interfere) are based on research and experiment. OD experts collect data and information and analyze information through relevant tools for taking decision. It facilitates in implementation.
7. Goal setting and planning: OD is concerned with the entire organization. therefore, the change agent defines the goals of the group. The agents set the plans in such a way that together they will work to achieve them.
8. Needs top management support: OD is comprehensive program. As we know, OD demands a lot of cost, time and effort. Therefore, without the full support of top management no OD program can be implemented.