

Organisation Change

What are the causes of change in an organisation

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- Internal and external environment
 - Mergers and Acquisition
 - New Technology-Railways ---Manual reservation ---
Computerised reservation
 - Banks
- Schumpeter-----New technology creates depression

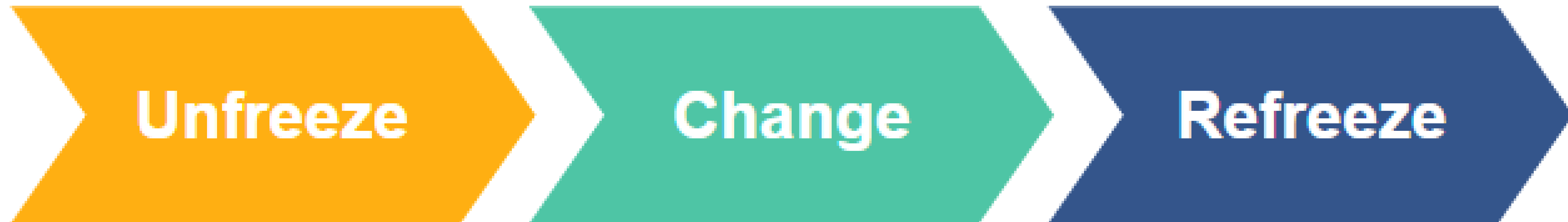
- Marketing Myopia -----HBR
- Disney----Cartoon-----Entertainment
- Railroads.....Traveling
- Airtel, Vodaphone and Idea.....Telecommunication

Using the Six Change Approaches

Approach	When to Use?	Advantages	Disadvantages
Education / Communication	When team has lack of information or inaccurate information.	Once onboard, people will be more likely to help with the change.	Very time consuming.
Participation / Involvement	When people have the power to resist but you need them to embrace the change.	People who participate will be more bought in. Quality of change plan will improve.	Time consuming. Need to ensure people design appropriate change.
Facilitation / Support	Use when people are resistant because of fear and anxiety.	This is the best approach to use with fear and anxiety.	This approach can be time-consuming, expensive, and yet still fail.
Negotiation / Agreement	Use when someone stands to lose out from the change	It can be a quick and easy way to avoid resistance.	Can be expensive if everyone wants compensation to accept the change.
Manipulation / Co-optation	Can often be the only option available to you when other options fail or are too expensive.	It can be a quick and inexpensive way to overcome resistance to change.	Can lead to problems if people feel they are being manipulated.
Explicit / implicit coercion	Use this method when the speed of change is important	This method is quick. It can overcome all types of resistance.	It can be risky. Team members can be furious at how they are being handled.

Methods for dealing with resistance to change

Approach	Commonly used in situations	Advantages	Drawbacks
Education + communication	Where there is a lack of information or inaccurate information and analysis.	Once persuaded, people will often help with the implementation of the change.	Can be very time consuming if lots of people are involved.
Participation + involvement	Where the initiators do not have all the information they need to design the change, and where others have considerable power to resist.	People who participate will be committed to implementing change, and any relevant information they have will be integrated into the change plan.	Can be very time consuming if participators design an inappropriate change.
Facilitation + support	Where people are resisting because of adjustment problems.	No other approach works as well with adjustment problems.	Can be time consuming, expensive, and still fail.
Negotiation + agreement	Where someone or some group will clearly lose out in a change, and where that group has considerable power to resist.	Sometimes it is a relatively easy way to avoid major resistance.	Can be too expensive in many cases if it alerts others to negotiate for compliance.
Manipulation + co-optation	Where other tactics will not work or are too expensive.	It can be a relatively quick and inexpensive solution to resistance problems.	Can lead to future problems if people feel manipulated.
Explicit + implicit coercion	Where speed is essential, and the change initiators possess considerable power.	It is speedy and can overcome any kind of resistance.	Can be risky if it leaves people mad at the initiators.



1. Recognize the need for change
2. Determine what needs to change
3. Encourage the replacement of old behaviors and attitudes
4. Ensure there is strong support from management
5. Manage and understand the doubts and concerns

1. Plan the changes
2. Implement the changes
3. Help employees to learn new concept or points of view

1. Changes are reinforced and stabilized
2. Integrate changes into the normal way of doing things
3. Develop ways to sustain the change
4. Celebrate success