Lecture 4

The Calm Water Metaphor → Lewin's description of change process as a break in the organization's equilibrium state

3ashan mafish environmental stability and predictability → lazem managers and organizations y-adapt to change to be able to survive.

What may lead to Change ?

External Forces

Changing consumer needs and wants.

Change in Technology , governmental laws , Economic.

Internal Forces

Change in equipment used , employee attitudes , organizational strategy .

Organizational Change --> change in the people , structure , technology of an organization.

Change Agents --> People who oversee the process of Organizational change , They act as leaders, influencers, and problem-solvers, guiding the transformation process and helping organizations adapt to new circumstances and opportunities , They act as catalysts, meaning they initiate and drive the change efforts within an organization.

Types of Change Agents :

Managers : internal entrepreneurs.

Non-Managers : Change Specialists.

Outside consultants: Change Implementation experts.

Change --> a 3-step process (Unfreezing , Changing , Refreezing)

Types of Change, Change in :

Structure : Change in the Organization structure components / design .

Technology : use new equipment , tools , operating methods .

   Automation : replacing tasks done by people with machines.

   Computerization.

People : Changing attitudes , expectations , behaviors of employees.

Organizational Development (OD) --> Techniques to change people and quality of interpersonal work skills.

Global OD --> OD Techniques work for U.S. organizations and may not be appropriate in other countries / cultures.

Team Building : Activities that help members get to know how other members work / think .

Process Consultation : An outside consultant helps the manager understand how interpersonal processes affects the way work is being done.

Survey Feedback : Technique in assessing attitudes and perceptions.

Sensitivity Training : A method to change behavior through un planned group interactions.

Intergroup Development : Change attitudes / stereotypes that work groups have about each other.

Why people Resist Change ?

➔ Comfort of old habits.
➔ Having Concerns.
➔ The uncertainty change introduces.
➔ The perception (تصور) that this change is incompatible with goals and interests of the organization.

Exhibit 6-5: Techniques for Reducing Resistance to Change

Technique	When Used	Advantage	Disadvantage
Education and communication	When resistance is due to misinformation	Clear up misunderstandings	May not work when mutual trust and credibility are lacking
Participation	When resisters have the expertise to make a contribution	Increase involvement and acceptance	Time-consuming; has potential for a poor solution
Facilitation and support	When resisters are fearful and anxiety ridden	Can facilitate needed adjustments	Expensive; no guarantee of success
Negotiation	When resistance comes from a powerful group	Can "buy" commitment	Potentially high cost; opens doors for others to apply pressure too
Manipulation and co-optation	When a powerful group's endorsement is needed	Inexpensive, easy way to gain support	Can backfire, causing change agent to lose credibility
Coercion	When a powerful group's endorsement is needed	Inexpensive, easy way to gain support	May be illegal; may undermine change agent's credibility

Cultures are naturally resistant to change.

Conditions that facilitate cultural change :

➔ Occurrence of dramatic crisis.
➔ If it is a young , flexible and small organization.
➔ A weak organizational culture.
➔ Leadership changing hands.

Stress --> the negative reaction people have to extra pressure place on them.

Stressors --> Factors that cause stress.

What Causes Stress ?

Conflicts --> work expectations hard to satisfy.

Overload with work

Ambiguity --> misunderstanding of role

Symptoms of Stress

Physical

Behavioral

Psychological

Creativity → ability to combine ideas in a unique / un usual way.

Innovation → turning the outcomes of creative process into useful products.

Idea Champions → People who support new ideas , build support , overcome resistance and ensure innovations are implemented

<mark>Innovation Variables</mark>

Structural Variables

Make available plentiful resources (financial support, technological tools, and personnel, create an environment that supports creativity. Sufficient resources enable employees to explore new ideas, experiment, and implement innovative solutions).

Engage in frequent communication (Promoting communication and collaboration among different units or departments within the organization facilitates the exchange of ideas and knowledge)

Minimize time pressures on creative activities (Allowing sufficient time for creative thinking and problem-solving is crucial for generating innovative ideas.)

Support Creativity

Cultural Variables

Accept Ambiguity

Tolerate impractical

Have low external controls

Tolerate Risk taking , conflicts

Focus on ends rather than means

Provide positive feedback

Develop an open system focus

HR Variables

Actively promote training and development to enhance employees skills.

Social Obligation