****

**ORGANISATIONAL CHANGE MANAGEMENT**

**LEADERSHIP AND MANAGEMENT**

**MOD003478**

**STUDENT NAME:**

**ELEMENT 1**

***Complexity Theory***

The complexity theory can be described as a study of complex and chaotic systems and how order, structure and pattern can arise from them. The complexity theory deals with the nature of the emergence, innovation and adaption where often found in strategy and organizational developments (Houchin and MacLean, 2005).

Complexity in organisation refers as a measure of diversity in internal and external environment factors such as employees, customers, suppliers, technology and socio-politics (Mason, 2007). It focuses on how parts of micro and macro in a complex system affect emergent behaviour (Mckenzie and James, 2004). It helps change agents to understand organisational change (Houchin and Maclean, 2005). Besides, the essential of complexity theory is reconciling unpredictability of organisations with the emergence of distinctive patterns (Levy, 1994).

***Change Agents***

Change agents can be skilled individuals or a group assigned by the organization from internal or external parties that who helps organization transform itself (Murthy, 2007). They can be either internal (managers, employees) or external (consultants from outside firm), who are appointed to be responsible for the change process (Trauffler and Tschirky, 2011). They are trained and consigned with power to coordinate and speed-up the change effort that enhancing organizational effectiveness (Murthy, 2007) (Carnall, 2007).

***Emergent Change***

Emergent change described as an unpredictable, unintentional, come from anywhere, and it involve relatively informal self-organising (Weick and Quinn, 1999). Emergent change happens when people re-accomplish routines and when they deal with breakdowns, possibilities and opportunities in day-to-day work (Burnes, 2005).

***How and why can complexity theory be used by change agents to understand emergent change****?*

Change agents use complexity theory in order to understand emergent change because the theory is very appropriate for emergent change. Complexity theory helps change agents to find ways to determine and manage problems within the organisation by evaluating different aspects. Moreover, complexity theory is used by change agents to focuses on new structures, its fluctuation, patterns and non-composure in the organization (Mason, 2007).

According to Darwin, Johnson and McAuley the fundamental idea underlying the application of this body of theory is that of the complex adaptive system, defined as follows:

* It is a network of ‘agents’ acting in parallel, often interconnected, ways but without any ‘command and control’ framework.
* These agents are ‘adaptively intelligent’; constantly seeking and making sense of patterns, testing ideas, evolving and learning.
* Change is achieved through learning, evolution and adaptation.
* Control of the system is dispersed throughout the system.
* Coherence within the system arises out of competition and cooperation among the agents as they see advantage in alliances and other arrangements for mutual support.

This theory, particularly through the concept of emergence, can reveal circumstances where stimuli for change is internal and unintentional, a combination that has received little exposure in application to change management. The nature of the theory and the change matches. Therefore, it is the main reason of change agents using the complexity theory in order to understand emergent change.

With the increasing complexity in the organisational environment, complexity theory aid change agent in responding more effectively to the environmental uncertainties of contemporary organisations (Buchanan et al 2007).

Moreover, complexity theory be used by change agents to focuses on instability, non-equilibrium, and arises new structures and patterns in the organisation. This theory helps change agents to understand emergent change better (Buchanan et al 2007). Complexity theory is emphasizing on a causal, and holistic interpretations. Moreover, complex system is involving multiple, robust, and its often redundant chains of interaction and causation (Marion and Bacon, 1999).

There are three main characteristics of complexity theory that help change agents to understand emergent change and also help to determine the problems that occur in the organisation (Smith, 2004);

Firstly, complexly structured, non-additive behaviour emerges interactive network and the whole is greater than the sum of the parts. Nevertheless, change agents make the separate departments and groups connect and strengthen the interactions and interdependencies creating powerful awareness and cultural shifts that positively influence behaviour. Change agents are empowered through the knowledge of the complete organisation and make better decisions when they understand cross-functional interchanges within the context of the whole organisation (Grobman, 2005).

Secondly, complex systems exhibit non-linear behaviour is unpredictably related to input. As the complexity in the organisational increases, the ability to understand and use information to plan and predict becomes more difficult. By using the complexity theory, change agents can easily to understand the situation and use information to plan and predict when emergent change happens (Grobman, 2005).

Thirdly, complex behaviour can be either predictable or unpredictable and its position sometimes is described as the ‘edge of chaos’ (Peter, 1992). In addition, complexity theory are helping change agents to promote bringing the organisational to the 'edge of chaos' instead of problem solving, help to trust subordinate so that they have confidence to self-organize to solve problems, help to promote rather than elimination of informal communications networks, help to go with the flow rather than script procedure, help to build in some redundancy and slack resources, and help to induce a healthy level of stress and anxiety in the organisation to promote creativity and maximize organisational effectiveness (Grobman, 2005).

Furthermore, by using the complexity theory, change agents understand that the organisational change is a process that can be facilitated by perceptive and insightful planning and analysis and well crafted, sensitive implementation phases, while acknowledging that it can never be fully isolated from the effects of serendipity, uncertainty and chance (Dawson, 1996). Besides that, change agents are able to develop a better understanding of the roles, responsibilities and realities of others throughout the organisation (Smith, 2004).

In addition, change agents used complexity theory to gain competitive advantages by modifies the relationships and hierarchal reporting mechanism between their employees. The change success could led to the organisation maximize productivity and efficiency. At the same time, change agents need to develop the wisdom and experience to know when and how to push the limits of order without crossing the boundary into chaos. Vision, leadership, corporate values and open communication are essential for change agents to achieving company goals, given the complexity in management of the organisation during emergent change in the modern business environment (Smith, 2004).

Another reason of using complexity theory for emergent change is the theory emphasizes on interaction and the accompanying feedback loops that constantly change systems. It also use in business as a way to encourage innovative thinking and real-time responses to change by allowing business units to self-organize. Moreover, complexity theory use in the fields of strategic management, organisational studies and organisational change especially to showcase how organisations adapt to the environments in the organisation and how the organisation cope with conditions of uncertainty (Caldwell, 2012).

Skilled change agents recognize adaptive emergent changes, make them more silent and reframe them (Bate, 1990). However, according to Rooty (1989) observed, a talent for speaking differently rather than for arguing well, is the chief instrument of cultural change within the organization. Change agents take notices of emergent change and its effects where others see only inertia and pretexts for planned change (Rooty, 1989). Also change agent sees that emergent change is most effective when people have resources they need to produce it. Change agents are informed hesitancy springs from a deeper appreciation that mundane transformation may already be under way in the guise of unnoticed emergent change. Moreover, by understanding the complexity theory by change agent, they will noticed, labeled the emergent change by the moment they recognize the change within the organization.

As a result by using complexity theory during the emergent change, change agents change initiatives to bring about new ways of working and suitably supporting styles of management were minimized or died out altogether (Houchin and Maclean, 2005).

**ELEMENT 2**

***Organisational Change***

Organisational change occurs when an organisation demand to alter its business strategies or major sections. It is significant result depends on how the organisation performed and it also known as restructuring, reorganisation and turnaround of the organisation (Kaim, Rana and Rizvi, 2012).

***Political Behaviour***

Political behaviour occurs when someone attempts to influence the behaviours of others and the course of events in the organisation in order to protect their own requirements, self-interests and advance their goals. Accordingly, such behaviour is detrimental threats and divisive the overall of the organisation efficiency and effectiveness. Political behaviour is simply the activities that people perform to acquire and use power with other resources to obtain their preferred outcomes in a situation where uncertainty or disagreement exists (Orlikowski, 1996).

Organizational political behaviour can be described as self-serving and manipulative behaviour of individuals and groups to promote their self-interests at the expense of other individuals (Senior and Swailes, 2010) (Buchanan and Badham, 2008).

***How and why do change agents need to use different skills to reduce the negative impact of political behaviour during organisational change?***

Change agents are needed during organisational change because they possess different skills that help to reduce the negative impact of political behaviour and its consequences. (Bacharach and Lawler, 1998)

Change agents do not make use of political behaviour but acknowledge that it is a necessity of organisational life. Besides, change agents cannot eliminate the political activities that happen in the organisation. Therefore, change agents are requiring learning and dealing with the issues. In addition, change agents need to know how and why to manage the negative impact of political behaviour during organisational change, and what skills to adopt for limiting its effects (Mark, 2010) (Bate, 1990).

To reduce the negative impact of political behaviour during the organisational change, change agents need to be a proficient at specific task. This helps change agents to provide the credibility, reliability and knowledge or experience to persuade employees to do certain things. Change agents have to know how to work with others and how to make other work together (Buchanan, 2008).

One of the main skills that required by the change agents to reduce the political behaviours during organisational change is leadership skills, because it’s important during the organisation change because leadership skills have the ability to reduce negative impact of political behaviours, the knack for negotiation and resolve conflict among the employees. Change agents build relationship with the intent of improving employees’ ability to maximize their strengths and work cooperatively with other during and after the change initiative. Mentoring, counselling, training, and providing feedback are leader behaviours that can help in facilitating organisational change (Edna, Aondoseer, Felicia, 2016).

Another one would be communication skill. Instead of aiming at reducing or eradicating organisational politics during organisational change, change agents need to focus on activities that create a healthy political environment in order to improve knowledge flows and organisational performance. Communications skills would help change agents to make employees to speak out and expose troublesome issues, vent their frustrations, and engage with others in an open and transparent manner (Cacciattolo, 2015).

Problem solving and decision-making skills are also very important for change agent to reduce the impact of political behaviours during the organisational change. Having a right decision to solve the problem change agent need to find a perfect balance of knowing when to make quick and easy decision on the fly, and when to take time with the complex decisions for the negative impact of political behaviour during the organisational change (Senior and Swailes, 2010).

Change agents should be good at forecasting the challenges as they are about to face and reduce the impact of political behaviours in organization. Individuals may carry the negative impact of political behaviours throughout the organization, so change agents are required to improve their skills to learn and adopt to the situations as they are to limit the negativity of impacts on change (Cacciattolo, 2015).

It is easy to create a team but it is actually difficult to bind the team members together and even make the team work. Successful delegation starts with matching people and tasks. Therefore, team management skill is another important one under this topic. Change agents need to know the different personalities among the team members, instead of complementing and balancing each other, because it may build up conflicts or the impact of political behaviours in organisation even worse during the organisational change. Team management helps change agents in strengthening the bond among the team and creating an environment that employees can trust each other during the organisational change (Gilley and McMillan, 2009).

Motivation is the creation of incentives and working environments that enable people to perform to the best of their ability. Change agents should have motivating skills to engage people with the work employees are doing, for purpose of achieving the best possible outcomes during the organisational change. Successful change agents build an environment that is conductive change, creating an atmosphere of motivation during a change initiative, address employees questions, employees to work toward common goals and make employees reduce the negative impact of political behaviours and provide follow-up overcome motivational problems (Gilley and McMillan, 2009).

Above-mentioned skills should be used by change agents in order to reduce the negative impact of political behaviour during organisational change. Different skills can make change agents to reduce better the negative impact of political behaviours, and avoid the failure during organisational change management (Buchanan and Badham, 1999).

**ELEMENT 3**

***Organisational Development***

Organisational development is a systematic means for planned process of change in an organisation through the usage of theory, research, and behavioural science (Burke, 1982).

Organisational development is an effort, planned, organization-wide, and managed from the top to increase organization effectiveness and health through planned interventions in the organization’s processes’ using behavioural knowledge (Senior and Swailes, 2010). Organizational development is important due to sustainable learning, Engagement engenders trust with shared value and boosts morale and reduces employee turnover. The learning communicates will constantly evolve to the development of the organization when foster interpersonal relationships are getting stronger (Orlikowski, 1996).

There are different organisational development techniques, which help organisations as well as employees to adjust the changing circumstances in a better way (Cummings and Worley, 2008). These techniques will be discussed below.

***How and why might managers need to use different organisational development techniques to lead organisational change?***

There are various techniques of organisational development, which is attempted to produce change among employees, or entire of the organisation (Lunenburg, 2010). One of the techniques that is used by managers to lead the organisational change is “*survey feedback*”, which is involves data to be collected through a questionnaire. Managers discuss and make decisions from the information they collect from the questionnaire (French and Bell H. Cecil, 1999). Quality of work, working condition, working hours, salaries and employees attitude towards the above are will be the range that covers from the survey. The managers proceeds to analyze the gathered data and they pinpoint the problems and start drafting plans for solutions (Jones and Brazzel, 2014).

Survey feedback can help managers to lead and improve the groups and teams, inter-group relations, and system-wide activities of the organisation. The survey feedback technique is powerful enough to the managers to lead the organisational change because it provides members at all levels of the organisation on results for the units and engages in constructive discussions with the managers for making improvements (Conlon and Short, 1984).

Secondly, managers use “*team building technique*” in organizational development. Team building is designed to improve the capacity of the organization’s individuals to work together in a harmonious environment (Jones and Brazzel, 2014). It is directed toward goal setting, development of interpersonal relations, role analysis, and team process analysis of organisational development during organisational change. In order to help team members open up and speak their minds on work related issues, the managers lead group discussions and this helps to increase sensitivity to team members’ behaviour by promoting a healthy group functioning (Ryan, Williams, Charles, and Waterhouse, 2008).

A variation of the team building technique is process consultation. Process consultation technique helps the managers to understand, perceive, and act on the change process that happen in the work environment. By using this technique, managers are able to provide advice or guidance to solve the issue or problem that happens during the organisational change. Process consultation helps managers to find the way to solve problems that happen during the change process (Schein, 1999).

Another organizational development technique is quality circles technique that stimulates an upward communications flow, from first-line group members to managers. Quality circles helps managers to deal with the issues that happen in the organisation such as how to reduce vandalism, how to create safer and comfortable working environments for the employees and how to improve the product or service quality during the organizational change. A quality circle is a voluntary group from similar jobs, who meets periodically to identify, discuss out the problems and suggest solution that focus on departmental and organizational goals and submit proposals for change to management. Quality circles have been shown to heighten moral, reduce costs and boost quality in the working environment (Lunenburg, 2010).

Sensitivity training technique, also known as laboratory training that asks employees to interact for better understanding of each other (Vicky, 2015). By this technique, team members and the managers get better acquainted, form bonds, cease to be judgmental and prone to become more motivated and efficient in the working environment during the organizational change. It builds up openness, improves listening skills, tolerate individual differences and the art of resolving conflicts for the managers, so that managers can carry out free communications and forming interpersonal relationships are bound to improve the group experience as a team, offering members the chance to unequivocally express themselves in a safe and controlled workplace (Vicky, 2015).

To sum up, in order to lead organisational change, which is complex and difficult in most of the times, managers need to use different organisational development techniques. These techniques and how they are applied by managers are discussed above.

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