

# A changing world

The world is constantly changing around us, both in our private and our working lives. To manage these changes we develop coping strategies. In your private life you may set aside time for reflection or recreation each week to take stock of where you are.

Organisations develop both formal and informal structures, which provide customary ways of reacting to external events. It is these established patterns of behaviour that provide us with a framework and a measure of security in a changing world.

## Radical or transformational change

Every so often these established ways of doing things become inadequate and we must make major changes in order to establish a new framework for our lives. In your personal life this may be, say, starting a family or approaching retirement. Organisations may be forced into making radical changes for a variety of reasons, ranging from new competitors entering their markets to advances in the technology underlying their products.

It is these transformational or step changes, which form the subject of this book. The management skills you require for these periods of upheaval differ from those required for day-to-day line management, and it is these skills that we will explore and develop throughout the book.

We will be looking at change management from the perspective both of the organisation and of the individual manager. A central need is for you to make the link between the two, to both stand back and take in the broader perspective and reflect upon your own role in the change management process.

For a business to move from where it is to a new position requires a team effort, and the approach taken in this book is, of necessity, multidisciplinary. It is by building teams drawn from different functions within the organisation that most initiatives are implemented. Because of this, the study of change management provides an opportunity to integrate many management topics, such as the role of learning within the organisation, the need to develop good communication, team building and effective human resource management. In particular, the skills of the operations manager and the project manager are required in the implementation of change.

Your objectives are to:

- ◆ Understand why change is necessary and your role in the change process
- ◆ Investigate external and internal forces for change
- ◆ Explore how to develop and implement a change strategy, including launch strategies, management styles and targeting change
- ◆ Use your knowledge of individual reactions to change to help you adapt your behaviour and achieve successful change
- ◆ Adapt your approaches to cultural change
- ◆ Explore the dynamics of organisational change and how they can be harnessed for success.