



# Change Management I

SPROM-OLF - Organisation, Leadership, and Change Management

2023 Autumn term

# SPROM-OLF\_HT2023 contents



1. Economic foundations; Organisation Theory

2. Leadership

3. Entrepreneurship; Teams & Projects

4. Change Management

5. Business Ethics; course summary



# Change Management

Reasons, models ...

# Contents

- Definitions
- Change drivers and resistance
- Change management frameworks
- PMI, Long-term perspectives
- Emotions and stress
- Impact on teams & individuals



“What if we don’t change at all ...  
and something magical just happens?”

# Change Management - Definition

*“...Change may be constant but it is not always the same”*

*- Paul Strebel (1997)*



- Analysis of need for change
- Define/agree target of change
- Systematically manage transition process

} Change  
Management

aka  
Organisational  
Development

# Sources of change...

Planned change or unplanned change (crisis)?

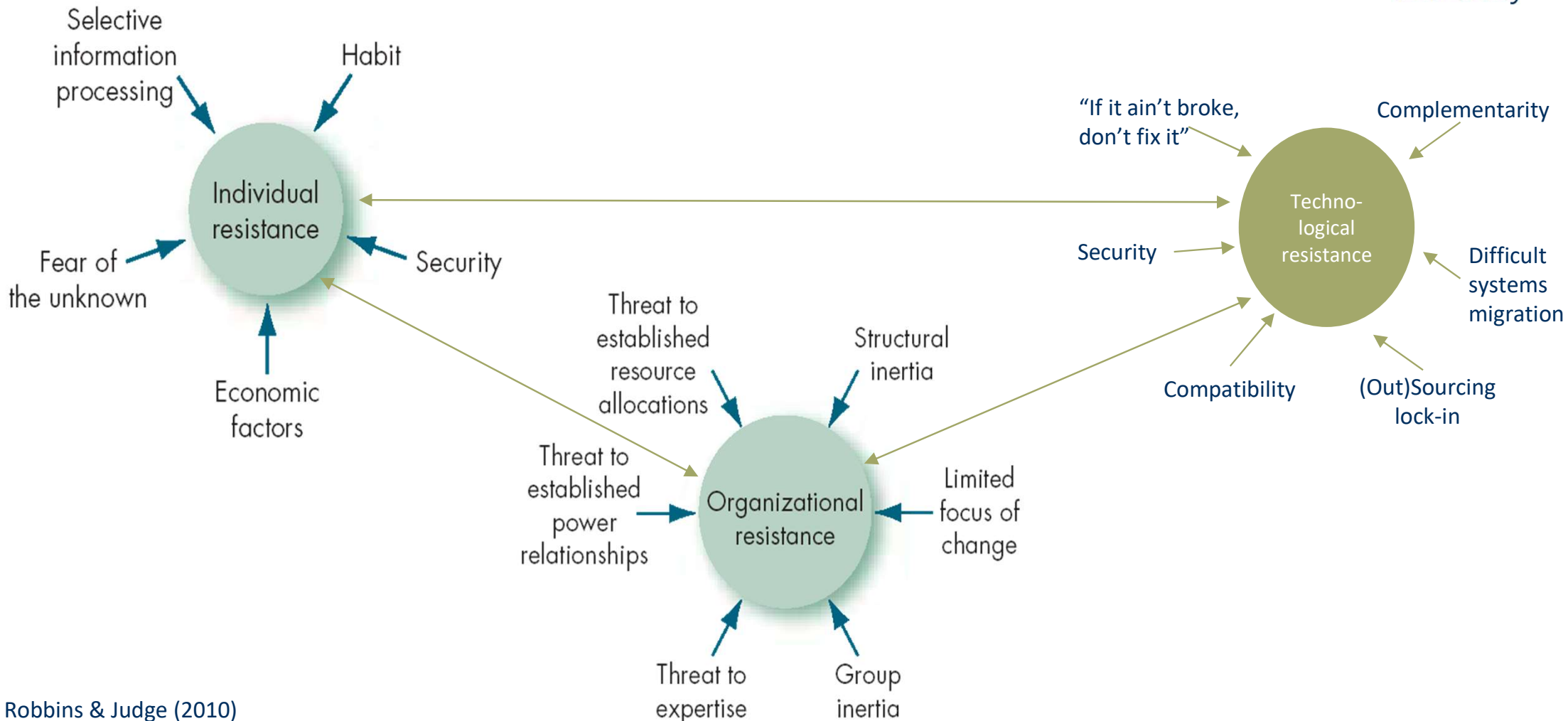
## External

- Technology (IT)
- Globalisation
- (De)regulation
- Customer demand
- Market dynamics
  - New entrants
  - New client expectations
  - Business cycle (boom & bust)
- Natural environment

## Internal(ish)

- Mergers & Acquisitions
- New products/services
- New processes, R&D
- Reorganisation
- New Management
- Team-internal changes
  - Diversity
  - Staffing
  - Demographics (retirements)

# Sources of resistance to change



# Change Management frameworks

- Lewin's change management Model
- McKinsey 7-S change management Model
- Bridges' transition model
- Kotter's change management model
- ADKAR change management Model
- Kübler-Ross' Five Stages change management model



# Lewin's Change Management Model

## Unfreeze

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

## Change

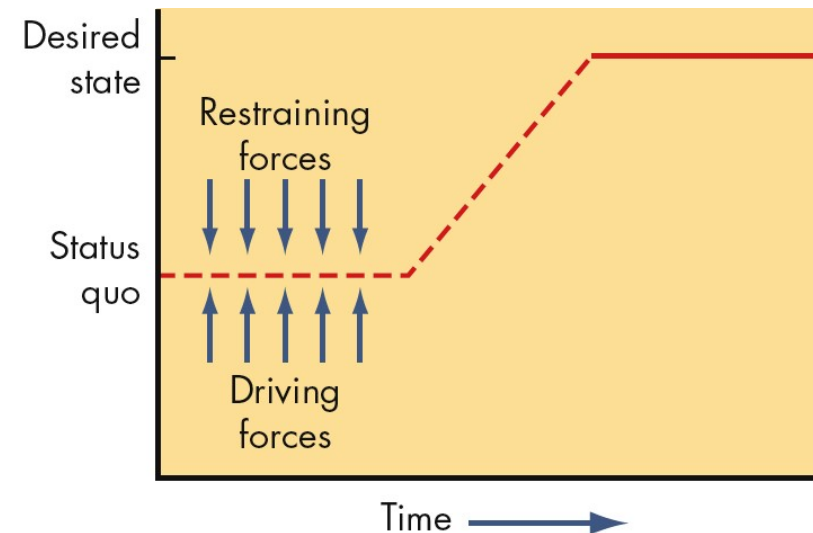
1. Plan the changes
2. Implement the changes
3. Help employees to learn new concept or points of view

## Refreeze

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



Kurt Lewin  
1890-1947

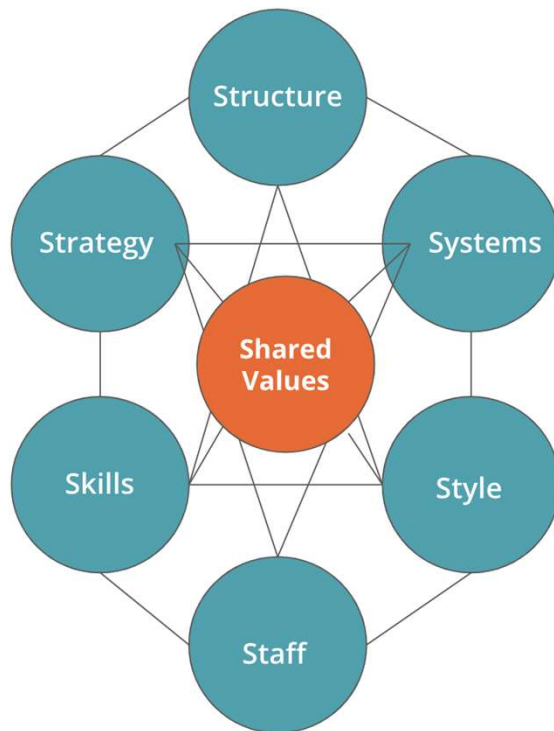


The 'godfather' of change management?!

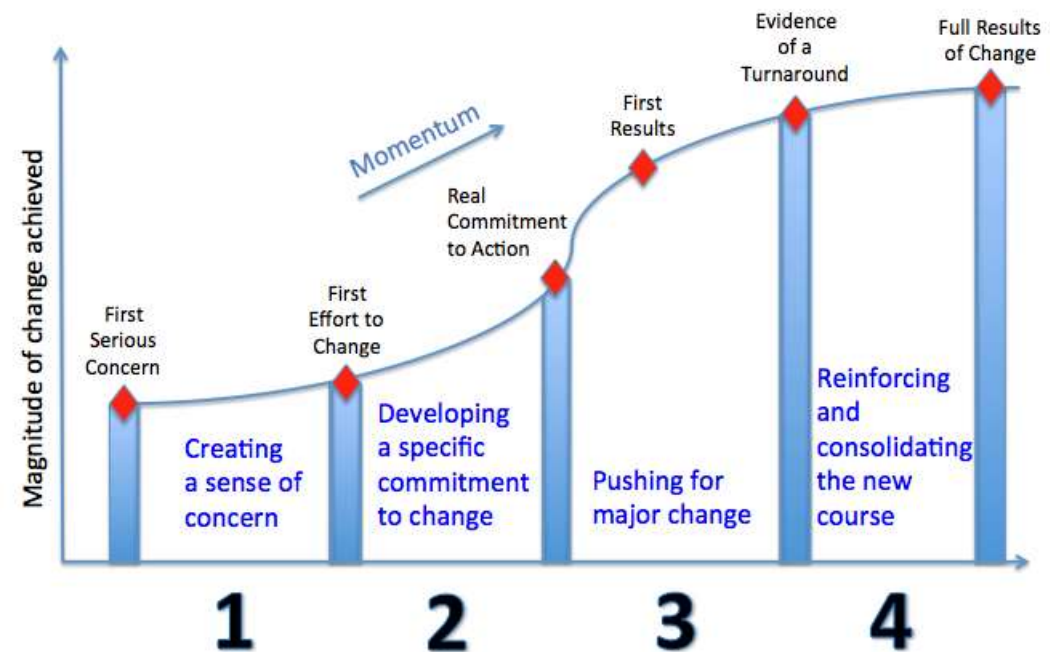
# McKinsey's 7S and phase models



Peters & Waterman (1982)



## The phases of organizational change



Phillips (1983)

# Bridges' transition model



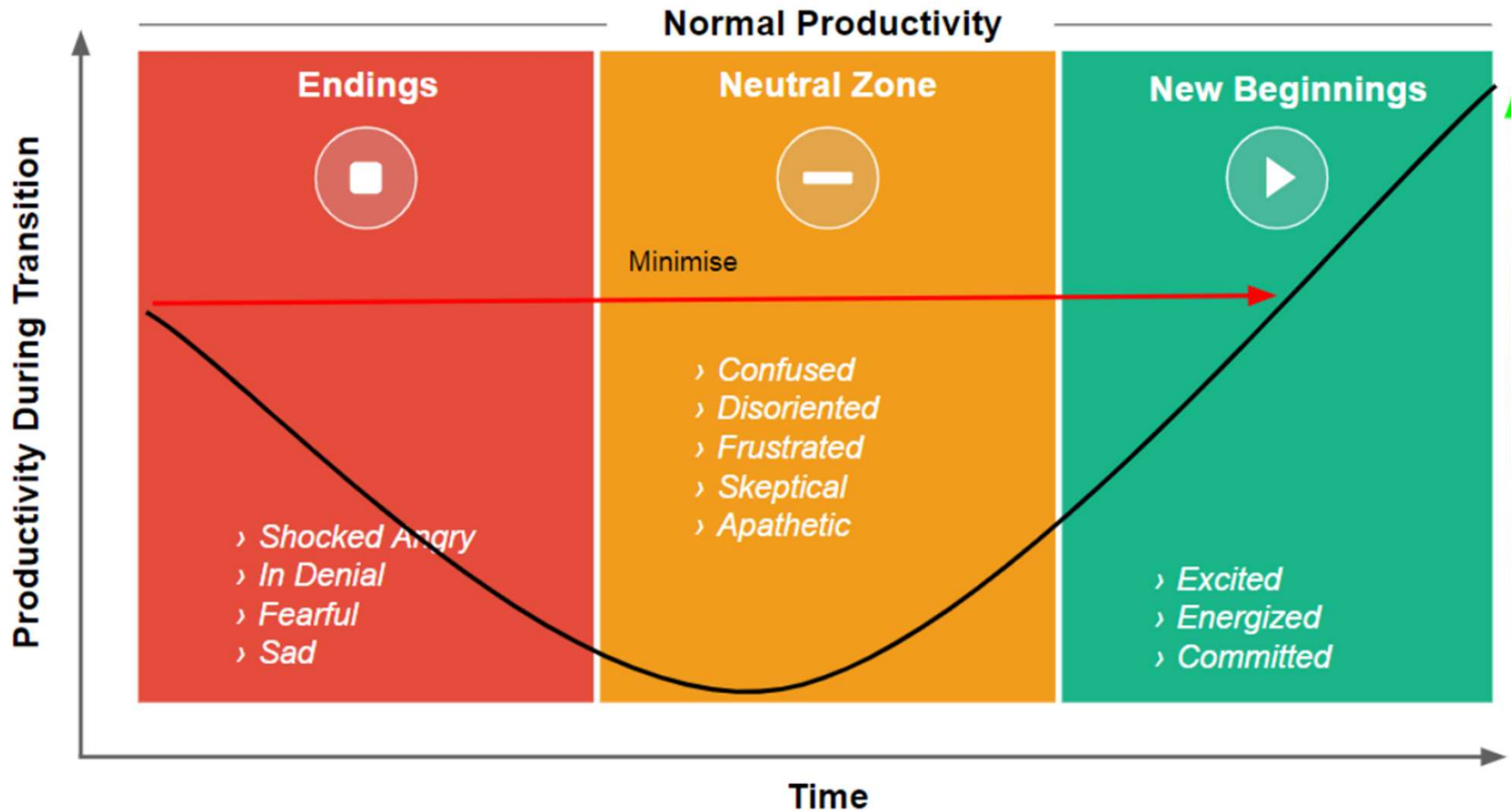
William Bridges  
1933-2013

Maximise



Focus on  
psychological  
aspects

Bridges (1991)



# John Kotter's change management model



John Kotter  
(1996)

Empirical,  
~100 firms

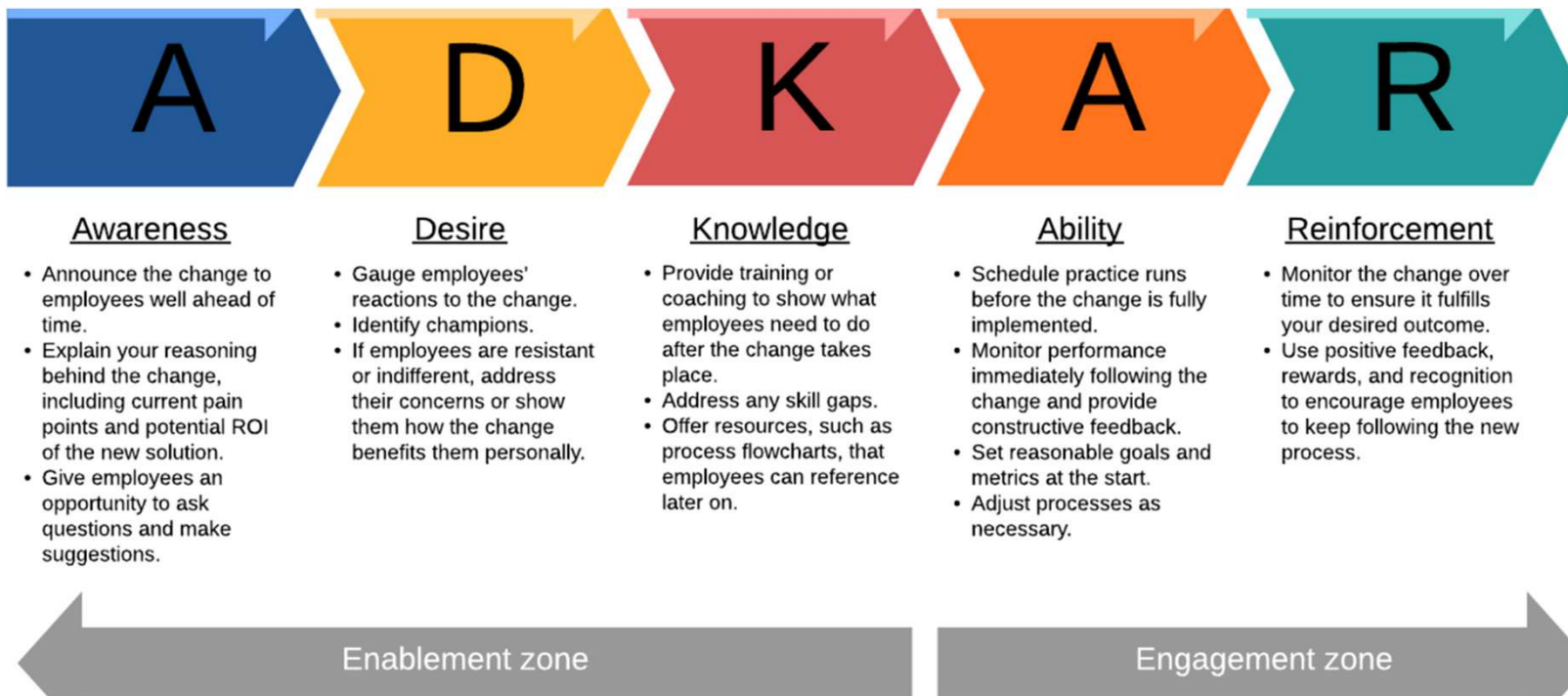




# ADKAR Change Management Model



Jeff Hiatt



Focus on  
Activities of  
Individuals

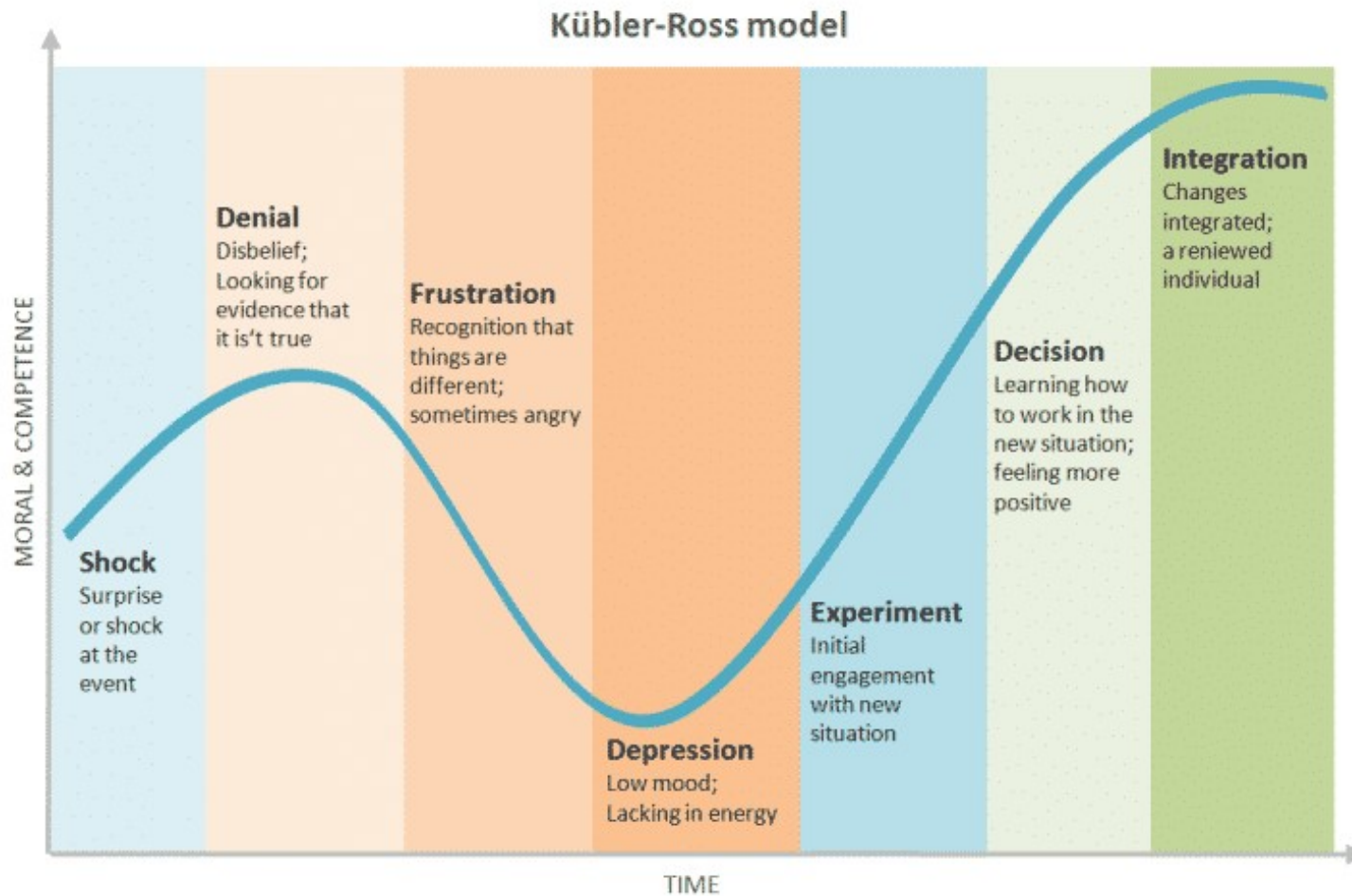
Hiatt (2003)

# BREAK

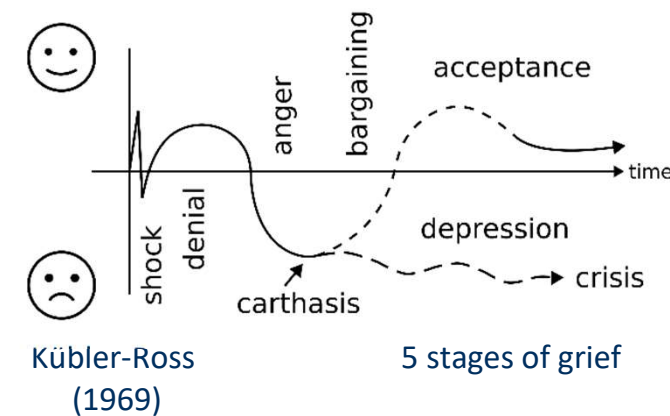
See you in 10min.



# Kübler-Ross Five Stage Change Management Model



Kübler-Ross  
1926-2004

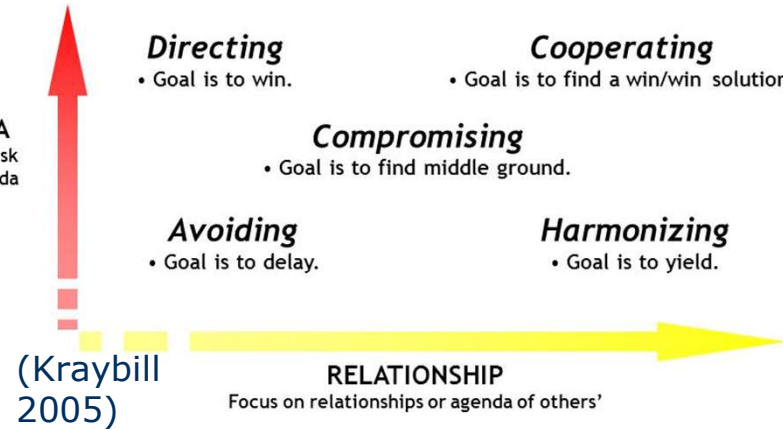


# Team Development



Ronald Kraybill

**AGENDA**  
Focus on task or my agenda

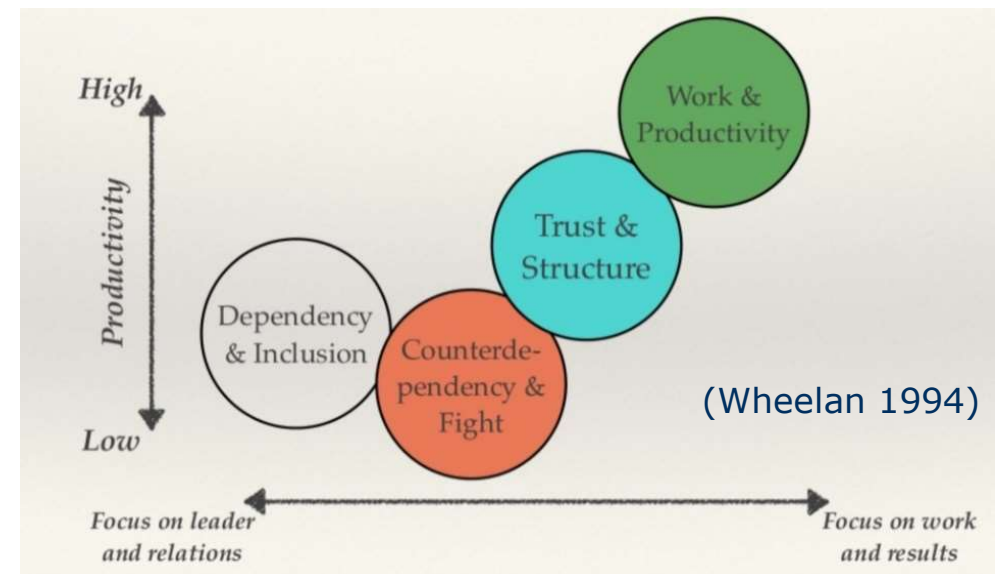
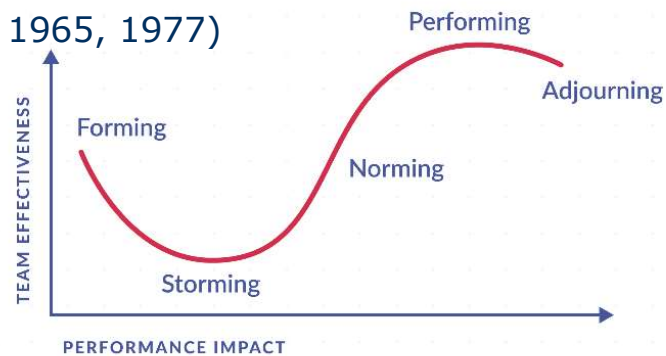


Susan Wheelan  
1947-2019



Bruce Tuckman  
1938-2016

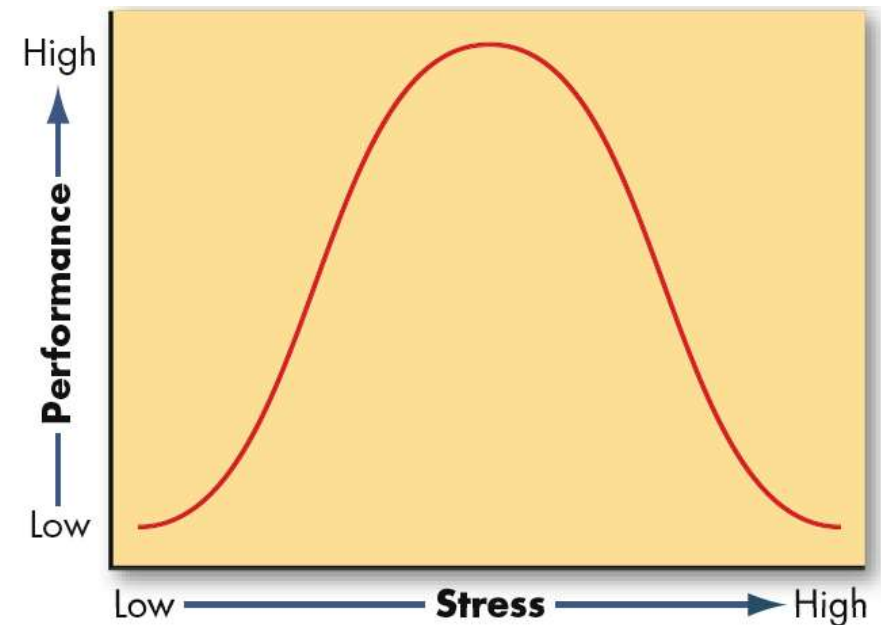
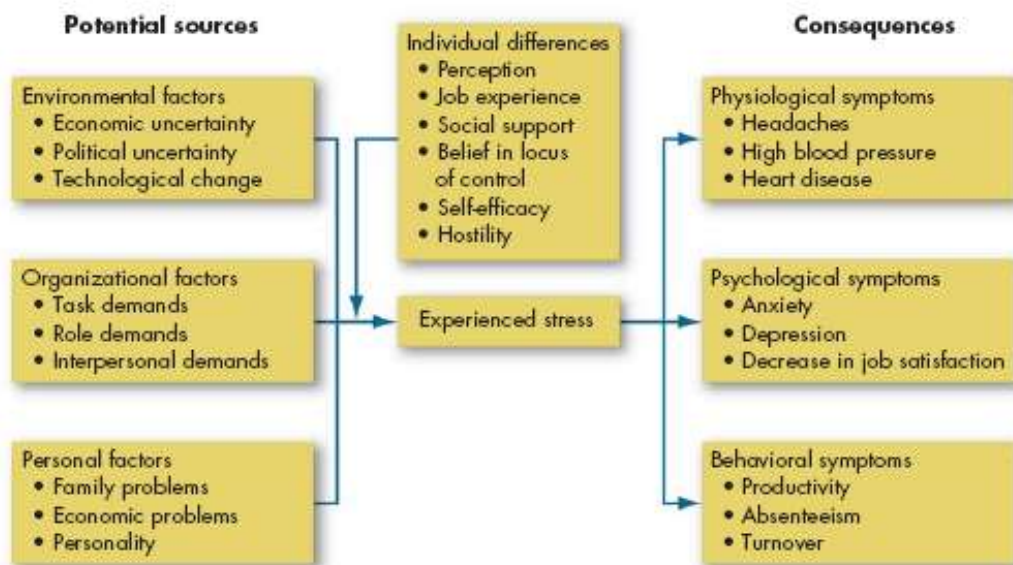
(Tuckman 1965, 1977)





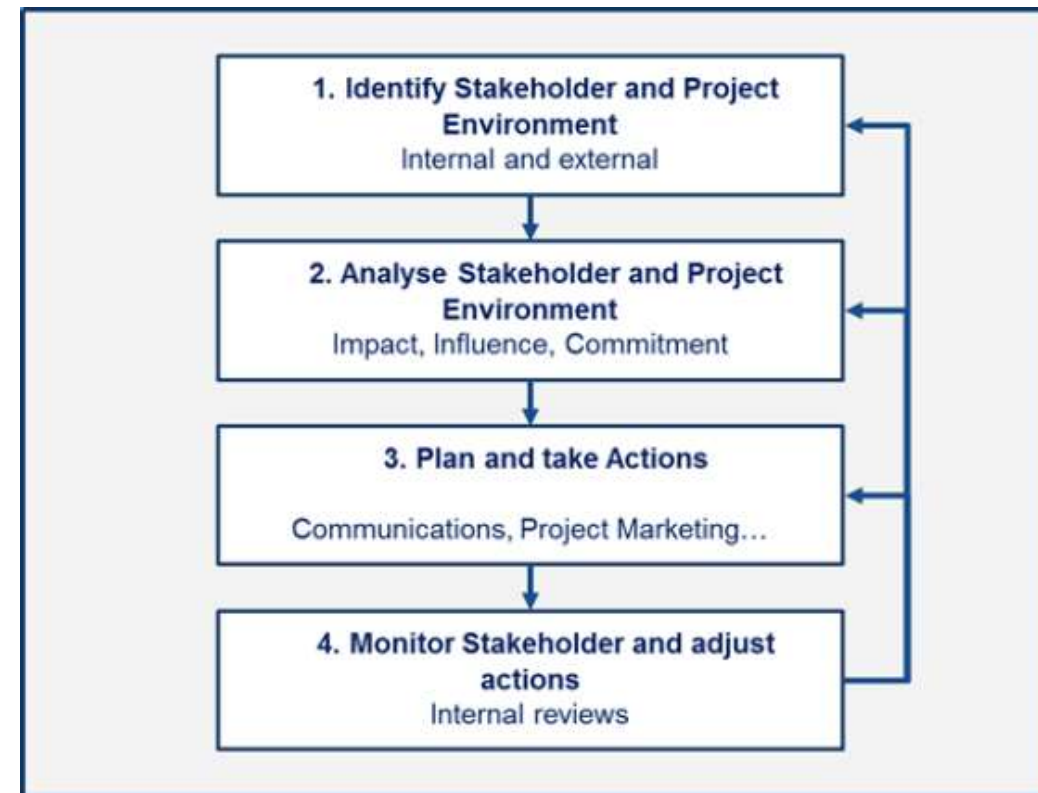
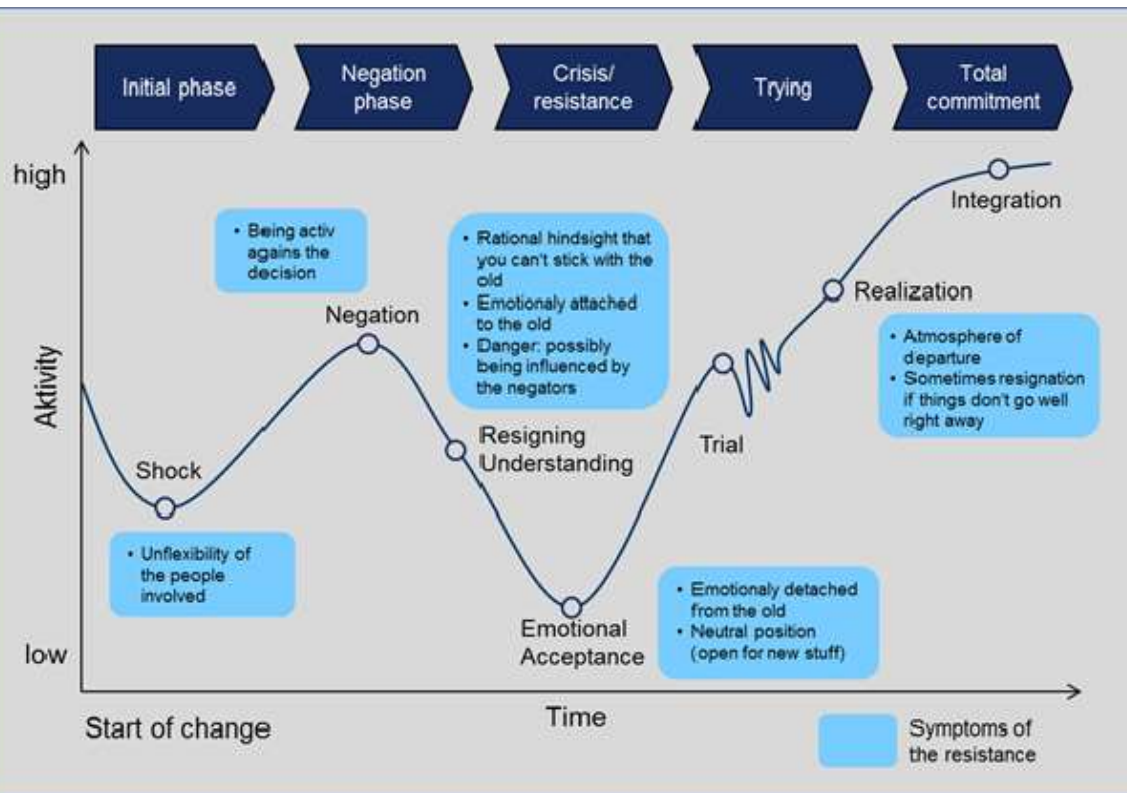
# All this change can cause...stress

- Sources & consequences
- Eustress vs. Distress
- Acute vs. chronic

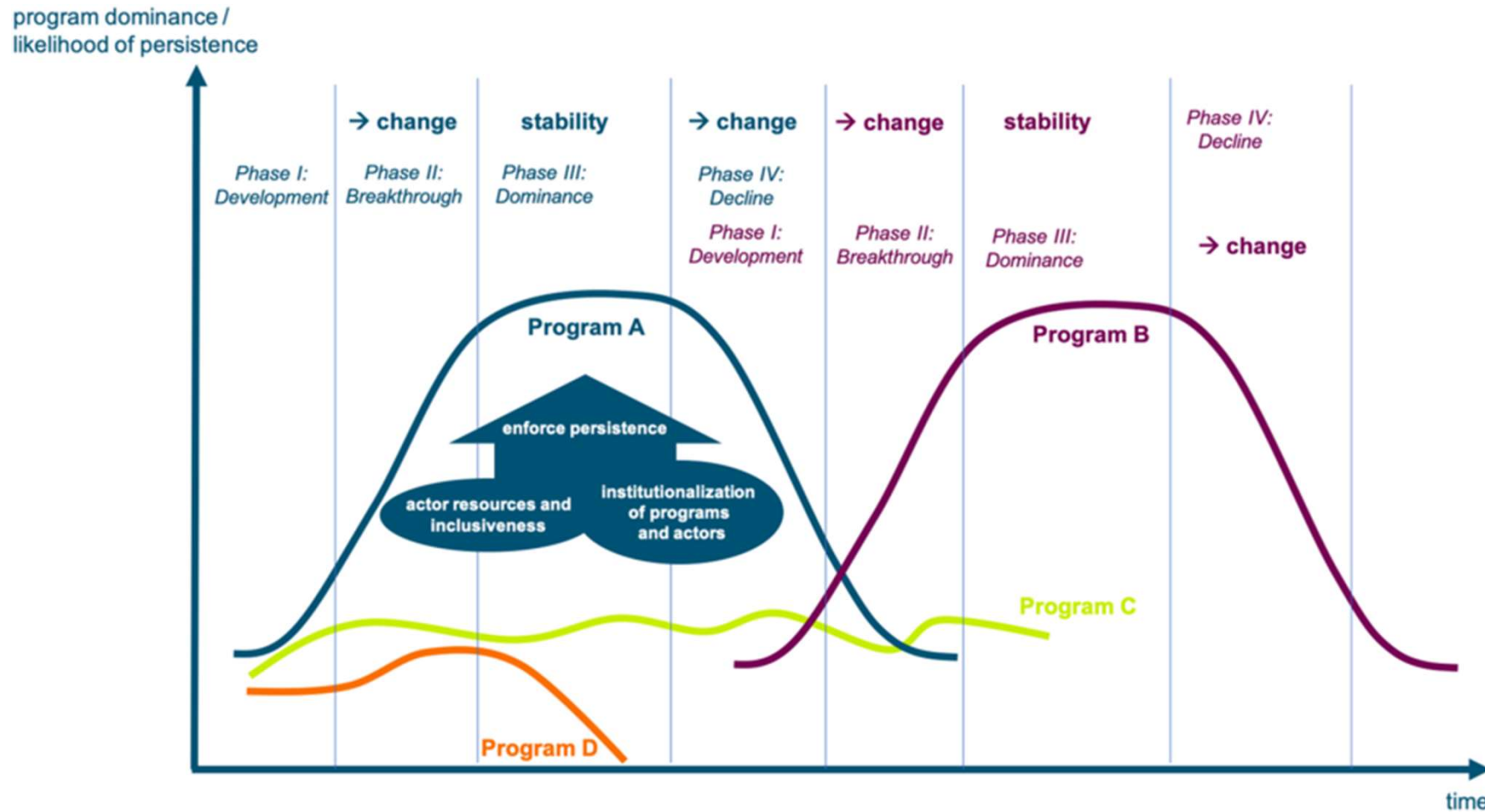


# PMI's view on change

## Stakeholder engagement throughout change process

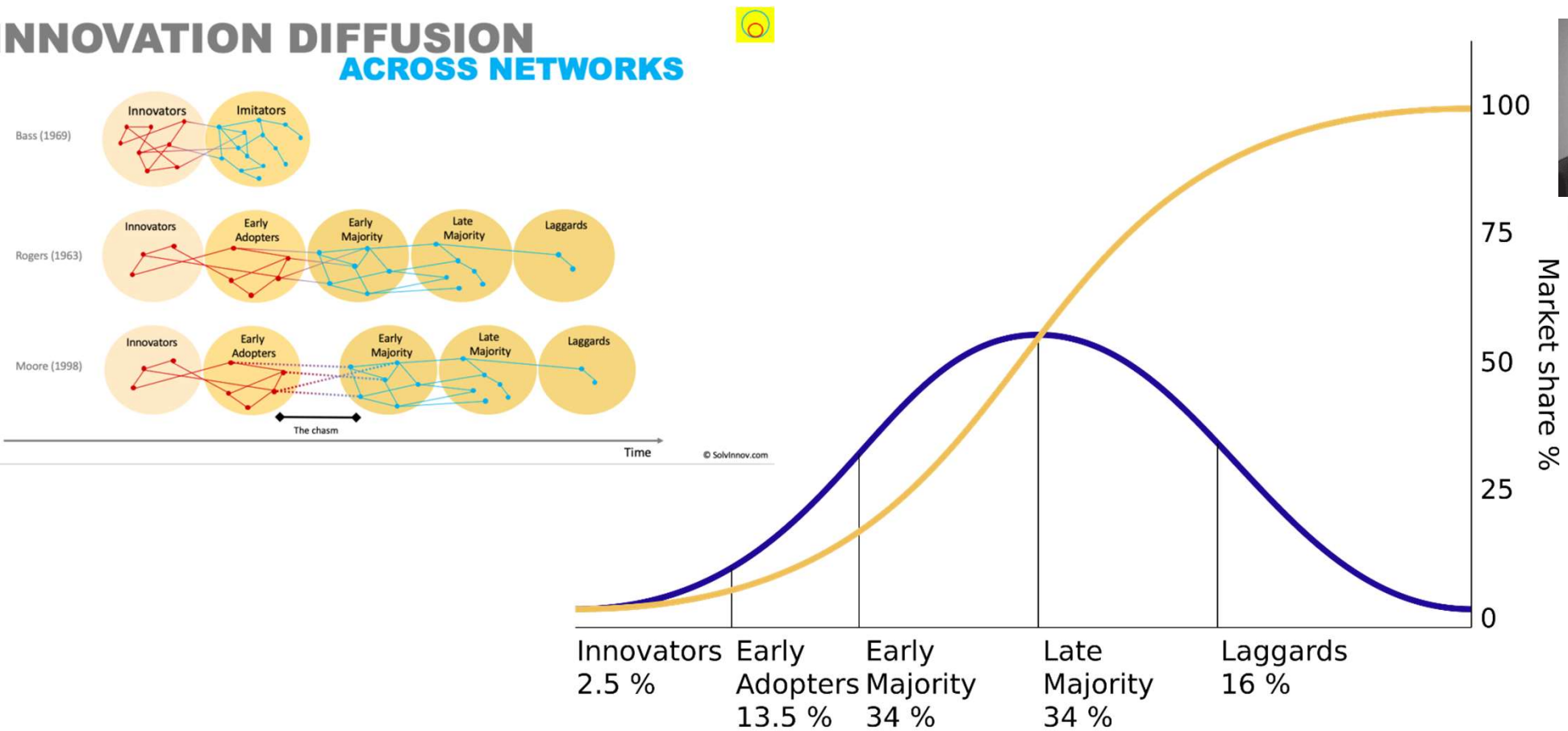


# Meta: change & stability over time



# Meta: S-curve model of innovation diffusion

## INNOVATION DIFFUSION ACROSS NETWORKS



Everett M. Rogers  
 1931-2004



Rogers  
 (1962)

# Innovation and learning culture

## How to deal with change more sustainably

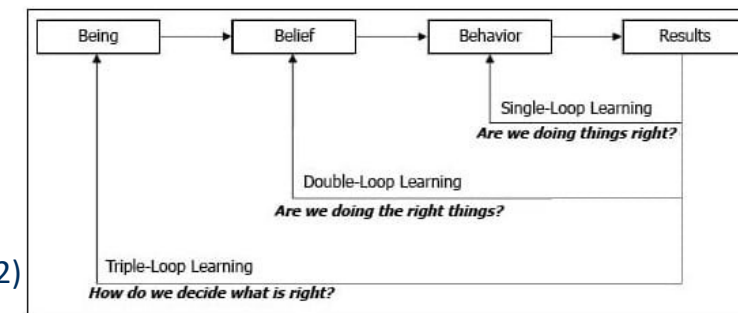
### Innovation

- Slack resources
- Inter-unit communication
- Organic structures
- Idea champions and change agents
- Fast try and error cycles
- Proactive

### Learning

- Build capabilities for adapting to change
- Reward “intelligent” risk-taking & mistake
- Shared vision & strategy
- Relationship and participation focus
- Teamwork & team spirit

### Learning Loops



Argyris & Schön (2002)



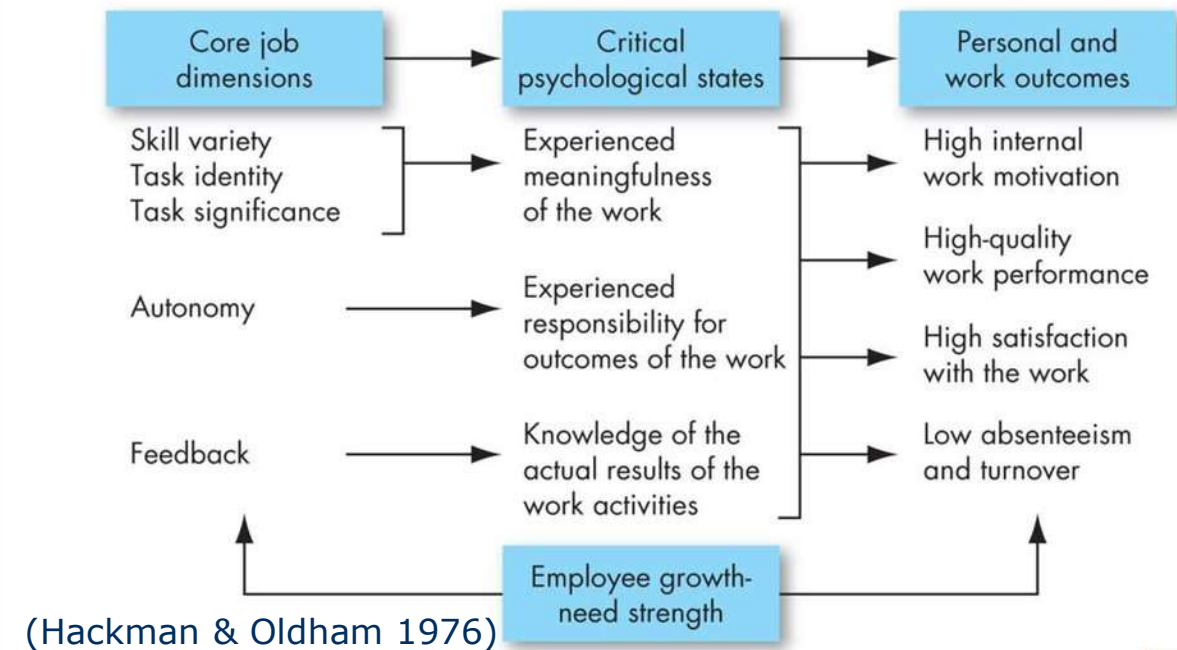
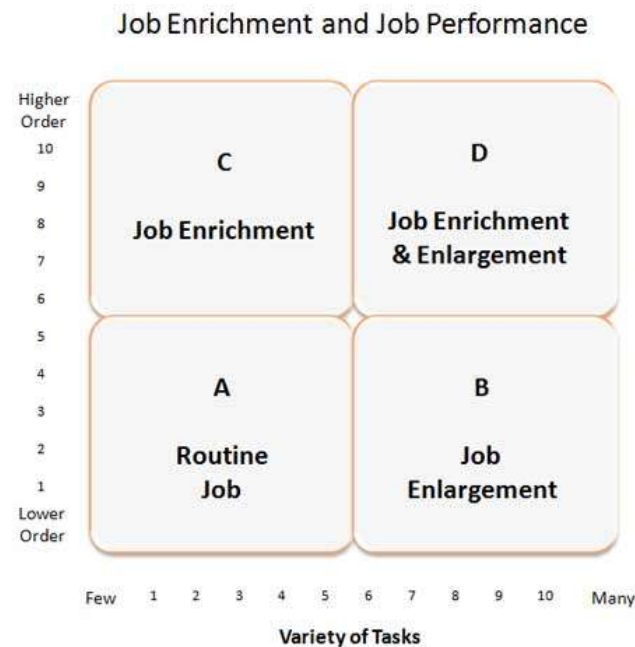
# Job satisfaction

- Excellent motivator
- Substitute for leadership



Richard & Greg  
Hackman Oldham

## The Job Characteristics Model



# Fairness & Two-factor theory

- Distributive justice (Forsyth 2006):
  - Equality, Equity, Power, Need, Responsibility
- Procedural justice (Tyler & Degoe 1995)
  - Transparency & due process
  - Right to voice and representation
- Organisational justice (Greenberg 1987)
  - Perceived fairness of firm's behaviour
  - Received informational / interpersonal treatment
- Equity (Adams 1956)
  - Compare inputs to outputs
  - Compare ration to others

→ Commitment

→ Exit, Voice, and Loyalty (Hirschman 1970)

- Herzberg's 1956 Two-factor theory on job satisfaction

- Satisfaction ~ motivators
- Dissatisfaction ~ hygiene factors, if absent

- "Fair pay"



Frederick Herzberg  
1923-2000

# Breakout room discussions

- Groups of 3 students, 15 min group work
- Read and discuss the case study:
  - Focus: change drivers, challenges, people, organization, errors made, ...
- Then discuss your own approach/solution to the situation with the course literature (thus far) in the background. Take notes on Miro (link in chat)
- Contribute to the discussion in the plenum



# Wraup-up: perspectives on Change



- External factors driving org.-internal change
- Projects as change agents and effects on the organization
- Change within a project (team) itself
- Personal change (e.g. mindset)

# Reflection discussion

What of the learned rings true / makes sense?

