

Action Research Model of Planned Change

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What is Change Management?

- As business is dynamic in nature and to sustain in the competitive environment change is inevitable.
 - Change management is a systematic approach to dealing with the transition or transformation of an organization's goals, processes or technologies
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Action Research Model

- Change can be either planned or unplanned
 - Action research model is traditionally aimed both at helping specific organizations implement to planned change.
 - It places heavy emphasis on data gathering and diagnosis prior to action planning and implementation, as well as careful evaluation of results after the action, is taken.
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Process of Action Research Model



Step 1 – Problem identification

- This stage usually begins when an executive, senses that the organization has one or more problems that might be solved with the help of an OD practitioner.
 - An OD Practitioner is someone who is an expert in planning and implementing change within an organization.
 - He or she can be hired from outside the organization
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Step 2 – Consultation with Behavioural Expert

- During the initial contact, the OD practitioner and the client carefully assess each other.
- OD might contact with some expert understand the consequences of the change.
- An expert can give idea how people and culture will be effected while implementing change.

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Step 3- Data Gathering and Preliminary Analysis

- This step is usually completed by the OD practitioner, often in conjunction with organization members.
 - It involves gathering appropriate information and analyzing it to determine the underlying causes of organizational problems.
 - This helps them in understanding problems at the grass root level and plan a change that solves the problem.
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Step 4- Feedback to the client

- Because action research is a collaborative activity, the diagnostic data are fed back to the client, usually in a group or work team meeting.
 - The feedback step, in which members are given the information gathered by the OD practitioner, helps them determine the strengths and weaknesses of the organization or unit under study.
 - The OD discussed the information gathered by them and what could be possible challenges organization might face.
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Step 5- Joint Diagnosis of the Problem

- At this point, members discuss the feedback and explore with the OD practitioner whether they want to work on identified problems.
 - A close interrelationship exists among data gathering, feedback, and diagnosis because the consultant summarizes the basic data from the client members and presents the data to them for validation and further diagnosis.
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Step 6- Joint Action Plan

- Next, the OD practitioner and the client members jointly agree on further actions to be taken.
- At this stage, the specific action to be taken depends on
 - the culture,
 - technology, and environment of the organization;
 - the diagnosis of the problem;
 - the time and expense of the intervention.

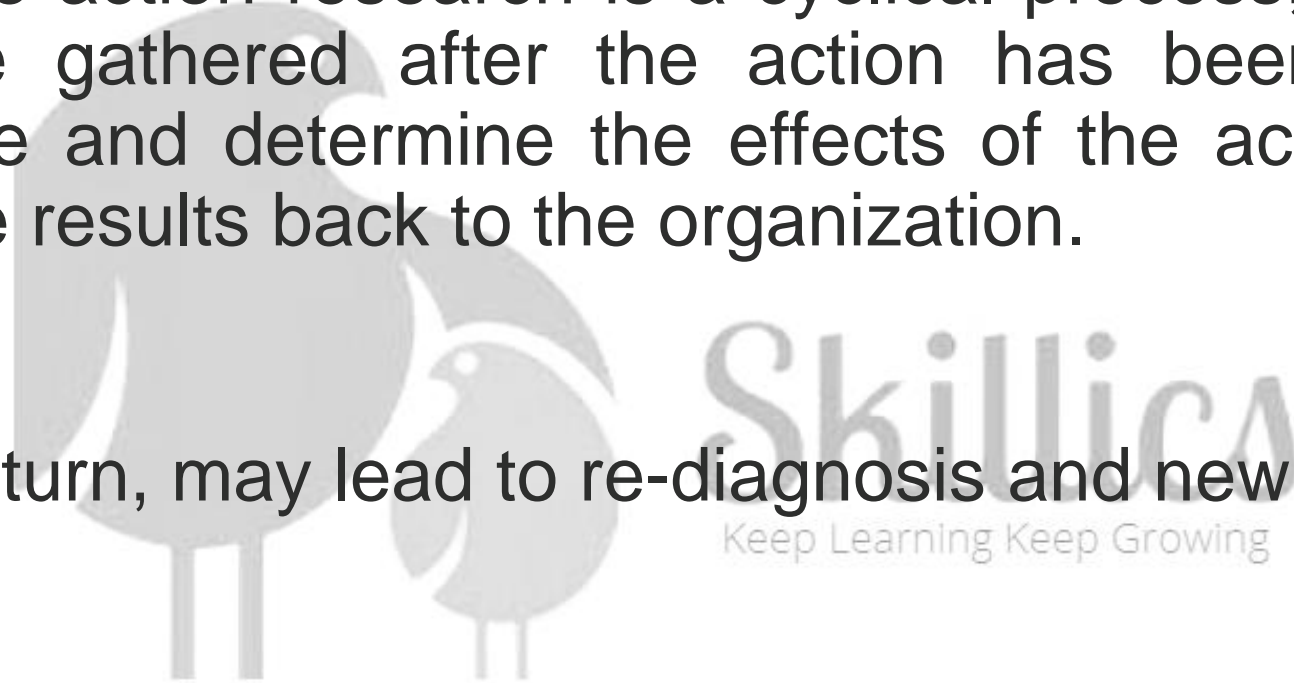
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Step 7- Action

- This stage involves the actual change from one organizational state to another.
 - It may include installing new methods and procedures, reorganizing structures and work designs, and reinforcing new behaviors.
 - Such actions typically cannot be implemented immediately but require a transition period as the organization moves from the present to a desired future state.
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Step 8- Data Collection after action

- Because action research is a cyclical process, data must also be gathered after the action has been taken to measure and determine the effects of the action and to feed the results back to the organization.
- This, in turn, may lead to re-diagnosis and new action.



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Thanks for Watching...

Will meet in the next session soon