

An Introduction to Change Management

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Glossary

Emergent Change Unexpected Change

Failure to adapt to change Parameters of possible failure have to be defined as a part of the change to react to. Thus, subjective to the entity in question.

Success to change Whole plan, all dynamics and parameters get aligned.

Change Management - Reacting to forces originating in the business environment.

Change Management aims to oppose resistive forces. Mostly, human resources are those that generate problematic situations. Thus, the resistive factor to change, people are the entity of focus. Change can occur from different sources, e.g. a merger/acquisition or a political change such as Brexit negotiations are examples of change considered. Kolb (David Kolb, 2019) has determined a learning strategy aiming to diminish fear of finding fear. Fear is a resistive factor to change.

“If the rate of change on the outside exceeds the rate of change on the inside, the end is near.” - Jack Welch

Matching internal strengths and weaknesses with external threats and opportunities in the elemental function of *SWOT* analysis. Thus, SWOT is a necessary tool to be used in Change Management.

“*Brexit was caused by old people.*” This statement is wrong, its correlation, not causation. Old people may have the differences in their experiences from when Britain was not yet part of the EU and from when it was. Thus, the reason for old people being more against staying in the EU is that they have a better memory of how it was before.



Figure 1: Image

Forces for Change

- Knowledge Economy
- Virtual organisations
- Mergers/Acquisitions
- Electronic commerce
- Digital convergence
- privatization

Two sides of Change

Technical Vs. **Human** side of Change

Goals of Change Management

Improving the organisation by altering how work is done.

Change impacts the four parts of how the organisation operates.

1. Processes
2. Systems
3. Organisation structure

4. Job roles

Do you fit the new reality? Without adaption to change, survival will be unlikely.

A disadvantage of bringin in a consultant firm for reacting to change is that consulters do not know the stakeholders, who they are, what they want *et cetera* and thus may not interpret the situation at hand considering all the facts. The main problem is the motivation, the emotional detachment.

What is Change Management?

Structured approach to moving individuals , teams, organisations from a *current state* to a *desired future state*. It depends on how much time will be needed, resources available et cetera. How one defines where to be in future, is subjective, thus *structure* is the framework in which objectives have to be defined. A strong plan of action will ensure the journey of a thousand steps a step at a time. Implicated interest in change will easen or harden the process of implementing change or accepting the going forward in the first place. Change affects different entities differently, some may perceive it positively, some negatively. Organisational change management processes and individual change management models.

Four Features of Change Management

Change is the result of dissatisfaction with present strategies. it is essential to develop a vision for better alternatives. Management have to develop strategies to implement change. There will be resistance to change. There is an essential difference between emotion and logic when perceiving Change. Change can be analysed by either of two and thus result in different reactions. Considering that one of both perceptive lenses are used when viewing Change, is the responsibility of Management.

Force Field Analysis

There is a driving force and a restraining force. Logic dictates to have driving forces to be greater, to allow Change to happen and hopefully ensure success. Lewin model identified forces that drive change and forces restraining it. Tools that should be used for a *structured* approach to Change are **SWOT**, **Porter's Five**, **PESTEL**, **Boston Matrix** and **Stakeholder Analysis (power-interest Matrix)** to identify my position in the environemnt, the forces affecting me, what to change but also who is affected by any potential Change, thus helping in identifying from where driving and restraining forces originate from. Important to notice, is that forces are different from outcomes. The faster production aspect is a result, not a force causing results.

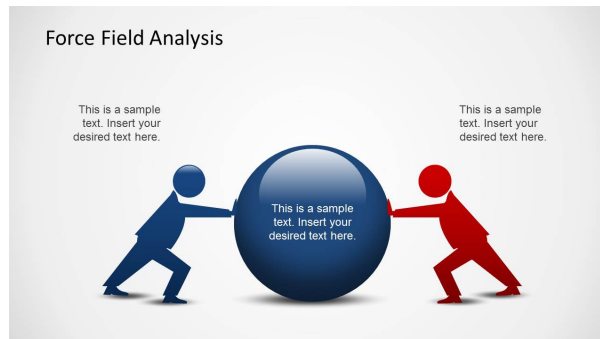


Figure 2: Lewin's Force Field Analysis

Lewin's analysis can be used to investigate **balance of power**, *key stakeholders*, *identify opponents and allies* and *how to influence to target groups*

Factors that drive Change internally

The desire to increase profitability, the need for reorganisation that leads to an increase in efficiency, the *conflict within the firms* (between departments) (This could also be the internal competition of Managers), the need and desire to change *organisational culture*.

Factors that drive Change externally

The customer demand present, the competition, cost of input, legislation & taxes, political aspects, Ethical & Social values and Technological change are factors that can lead to change. E.g. The *Ecological appeal* of sustainability embodies itself in ethical values.

Stakeholder mapping

With Stakeholder mapping the objective is to influence Key Stakeholders. Opposing forces can be turned into a driving force, but care has to be taken as the same process can be reversed. That is why it is so important to identify who, how, why the Stakeholders are how they are in order to influence them. The question arising is: *What is the source of the Stakeholder's Power?*

Why do some Stakeholders behave resistive? Do they not understand the objective for change? Is the objective for change misunderstood? Did the Management miscommunicate the objective? Problematic Employees can have several aspects of why they are resistive, it is the Management's duty to identify these.

Influencing Key Stakeholders

A set of questions designed to profile an individual stakeholder:

Power	<ul style="list-style-type: none">• What is their source of power ?• What they can control: money, time, resources, people, information ?• Who they can influence: friends, admirers, those who feel obligation ?
What is their style of using power?	<ul style="list-style-type: none">• Reluctant and occasional• Make response to threats• Assertive and direct• Deception and subtlety

Figure 3: Profiling Stakeholders

Influencing Key Stakeholders

Effect of Change

How does the change really affect them?	<ul style="list-style-type: none">• Changes their power ?• Affects other needs ?• Affects goals, objectives and interests ?
What is their likely response to the change?	<ul style="list-style-type: none">• Opposition, uncertainty or support ?• Action now or 'wait and see' ?• Open action or hidden action ?• Individual action or acting with others ?

Figure 4: Effect of Change 1/2

Influencing Key Stakeholders

Effect of Change

What would be the impact of their response?

- Significant or limited ?
 - Local or widespread ?
 - Recoverable or permanent ?
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Figure 5: Effect of Change 2/2

Influencing Key Stakeholders

Influencing Key Stakeholders

What would make them more supportive of the change?

- Information / understanding ?
 - Involvement and ownership ?
 - Changes in planned actions?
 - Direction from more senior managers ?
 - Evidence of the success of the change ?
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What would make them less supportive of the change?

- Personal threat ?
- Non-involvement in decisions ?
- Personal rivalries ?
- Insufficient evidence in 'trial period' (defined by them) ?

Figure 6: Influencing Stakeholders

References

David Kolb — University of Leicester. (2019). Ww2.le.ac.uk. Retrieved 22 January 2019, from *here*

Kotter & Schlesinger - Six Methods of Overcoming Resistance to Change | tutor2u Business. (2019). tutor2u. Retrieved 24 January 2019, from *here*