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Change Management in Software Development Organizations DIT035, 7.5 credits

Lecture 4: Responses to Change

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Previous lecture and reading

- ◊ Questions?
- ◊ Examples from exercise to share and discuss?



Agenda

- ◊ Technological Frames
 - ◊ Interpretations – actions
 - ◊ Congruence vs incongruence
- ◊ The Satir Change Model
 - ◊ Four stages of change
 - ◊ Choice Points
 - ◊ Timing Change Interventions
 - ◊ Meta-change





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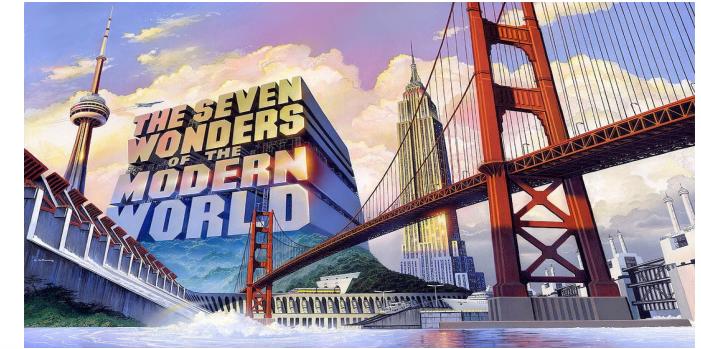


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Technological Frames: Making Sense of Information Technology in Organizations (Orlikowski and Gash, 1994)

Frames of references, cognitive structures



The World



Interpretations of new technology

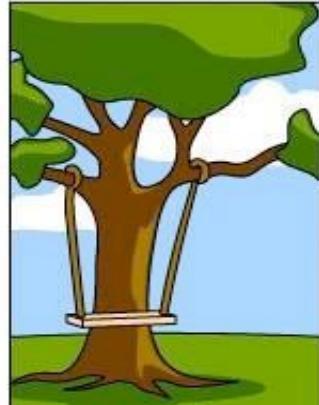
- ◊ Assumptions
- ◊ Knowledge
- ◊ Expectations

An understanding of people's interpretations of technology is critical to understanding their interactions with it

Frames of references



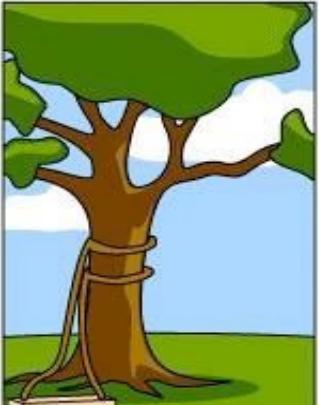
How the customer explained it



How the Project Leader understood it



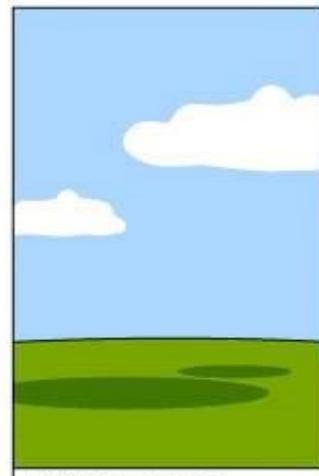
How the Analyst designed it



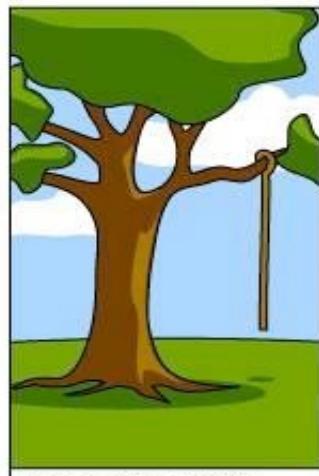
How the Programmer wrote it



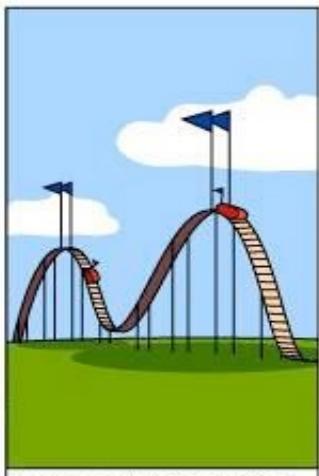
How the Business Consultant described it



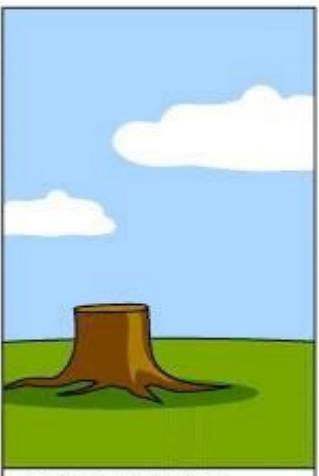
How the project was documented



What operations installed



How the customer was billed



How it was supported



What the customer really needed



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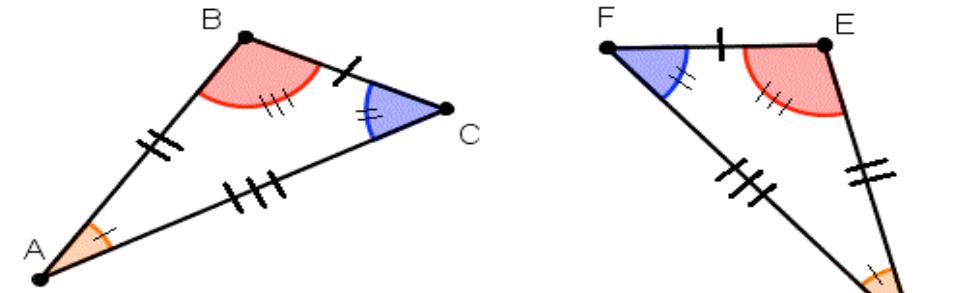
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Individual vs Group



Congruence & Incongruence



INCONGRUENT



CONGRUENT



Identified Frame Domains

Why – motivation
and vision

Nature of
Technology

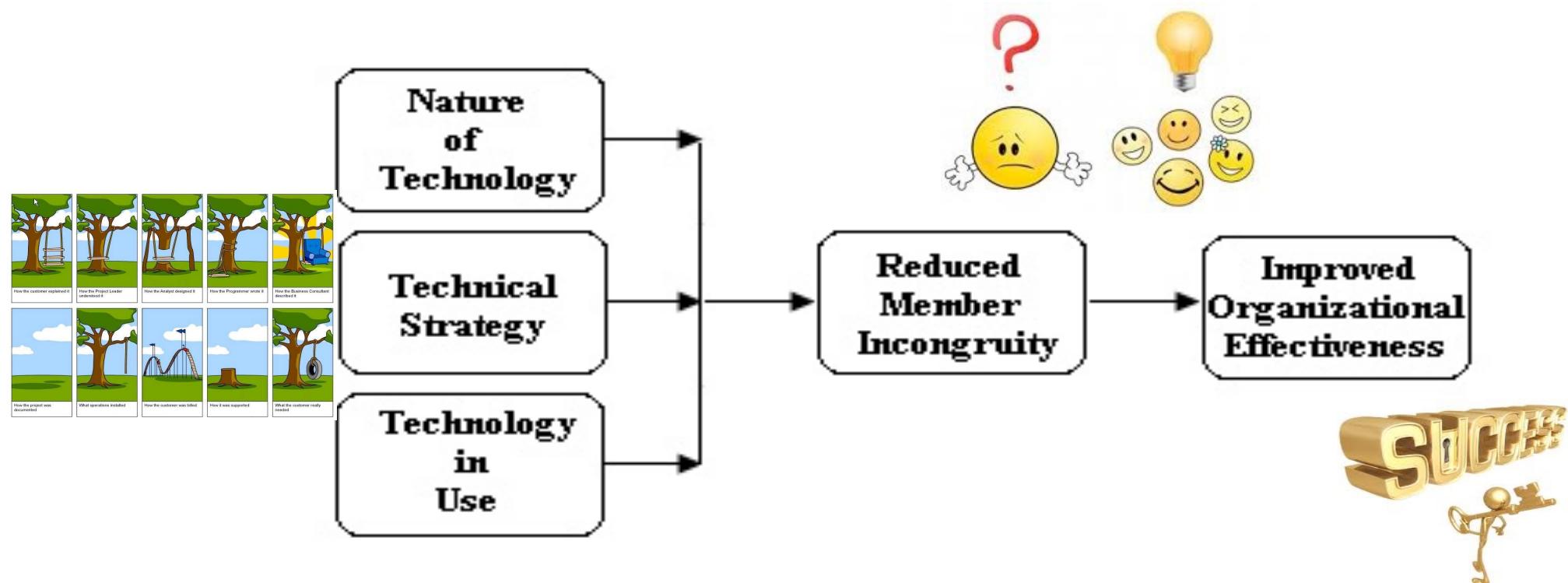
Technical
Strategy

Technology
in Use

Capabilities and
functionalities

Condition or
consequences of use

Congruence and implications of incongruence





Implications for practice

- ✿ Early articulation, reflection, discussion, negotiation, and possibly change of inconsistencies and incongruences may reduce misunderstanding and delusion around implementation and use of new technology.
- ✿ Bring out assumptions, expectations, and knowledge to identify where and why key stakeholders' frames are incongruent.



Discuss

- ✿ Can you give an example of a situation where incongruence between different groups' technological frames affected the outcome of an IT-project?
 - ✿ What were the differences in peoples' image/view/understanding of nature, strategy, and use of the technology?
- ✿ How was it resolved? Relate to the model of technological frames.





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Quality Software Management (Weinberg, 1997)



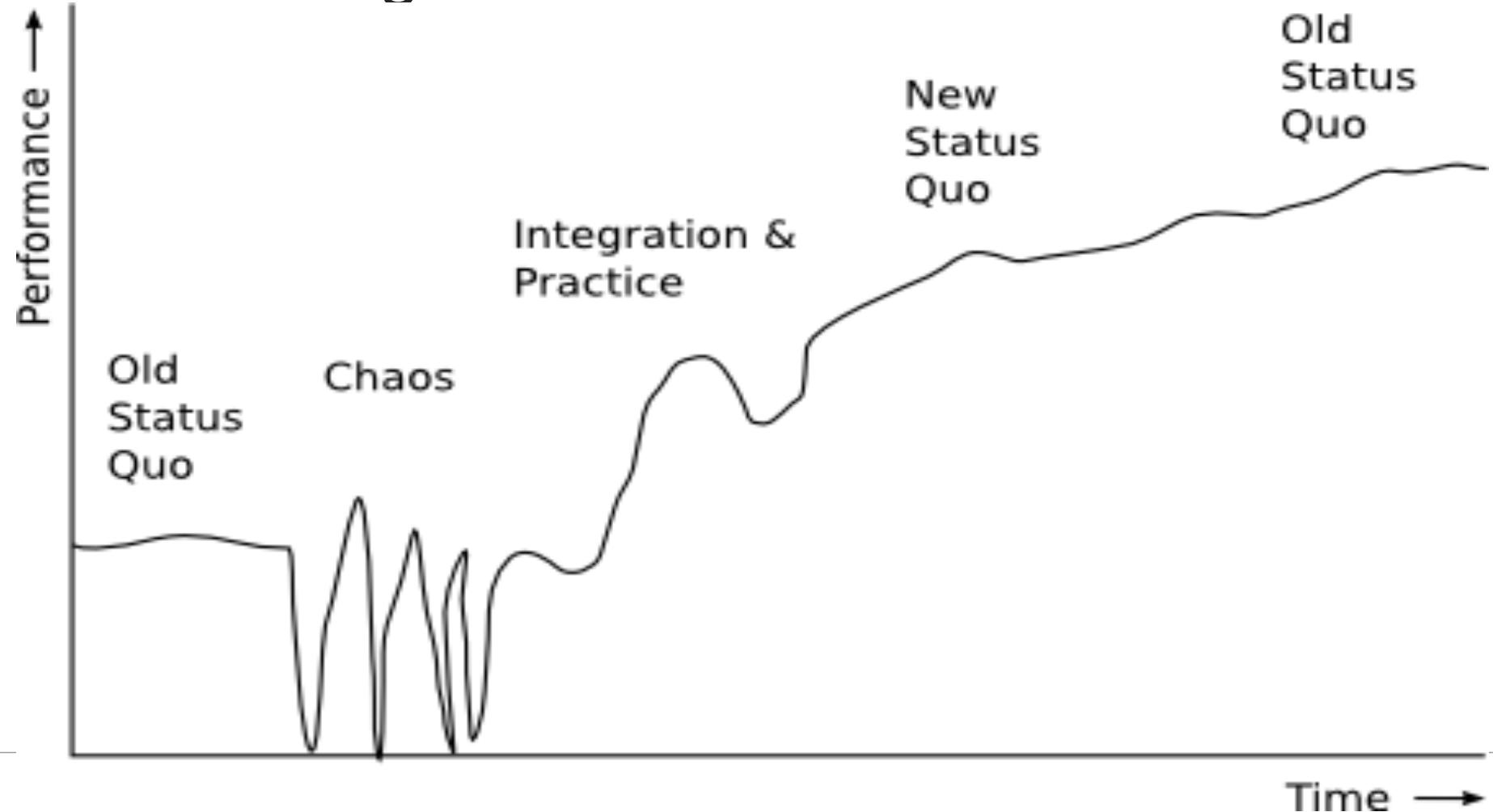
The Satir Change Model (Weinberg 1997)

Change happens one person at a time – Virginia Satir

Change takes place in four major stages:

- Late/Old Status Quo
- Chaos
- Integration and Practice
- New Status Quo

The Satir Change Model

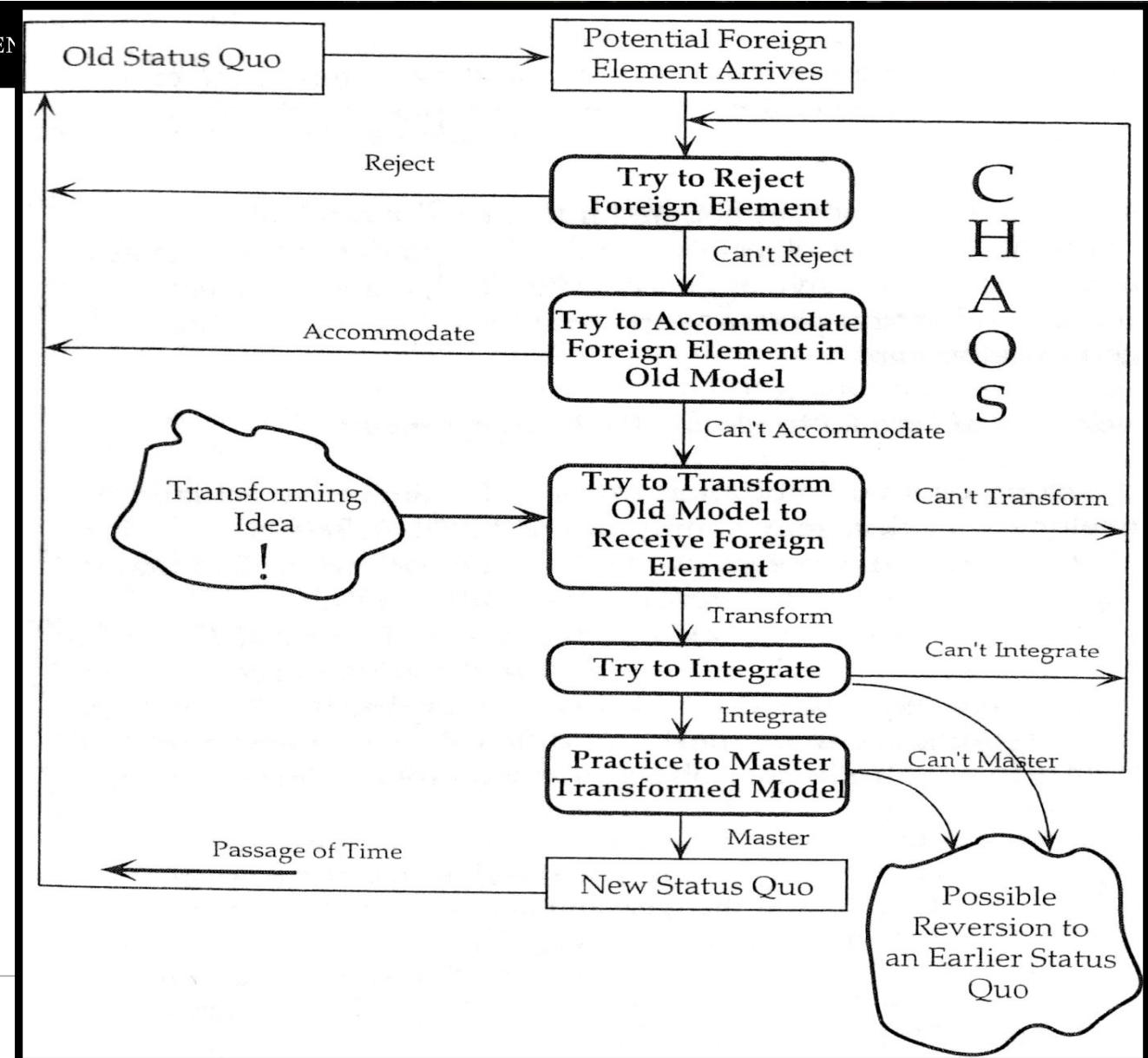


Familiarity is always more powerful than comfort





Choice Points in the Satir Change Model

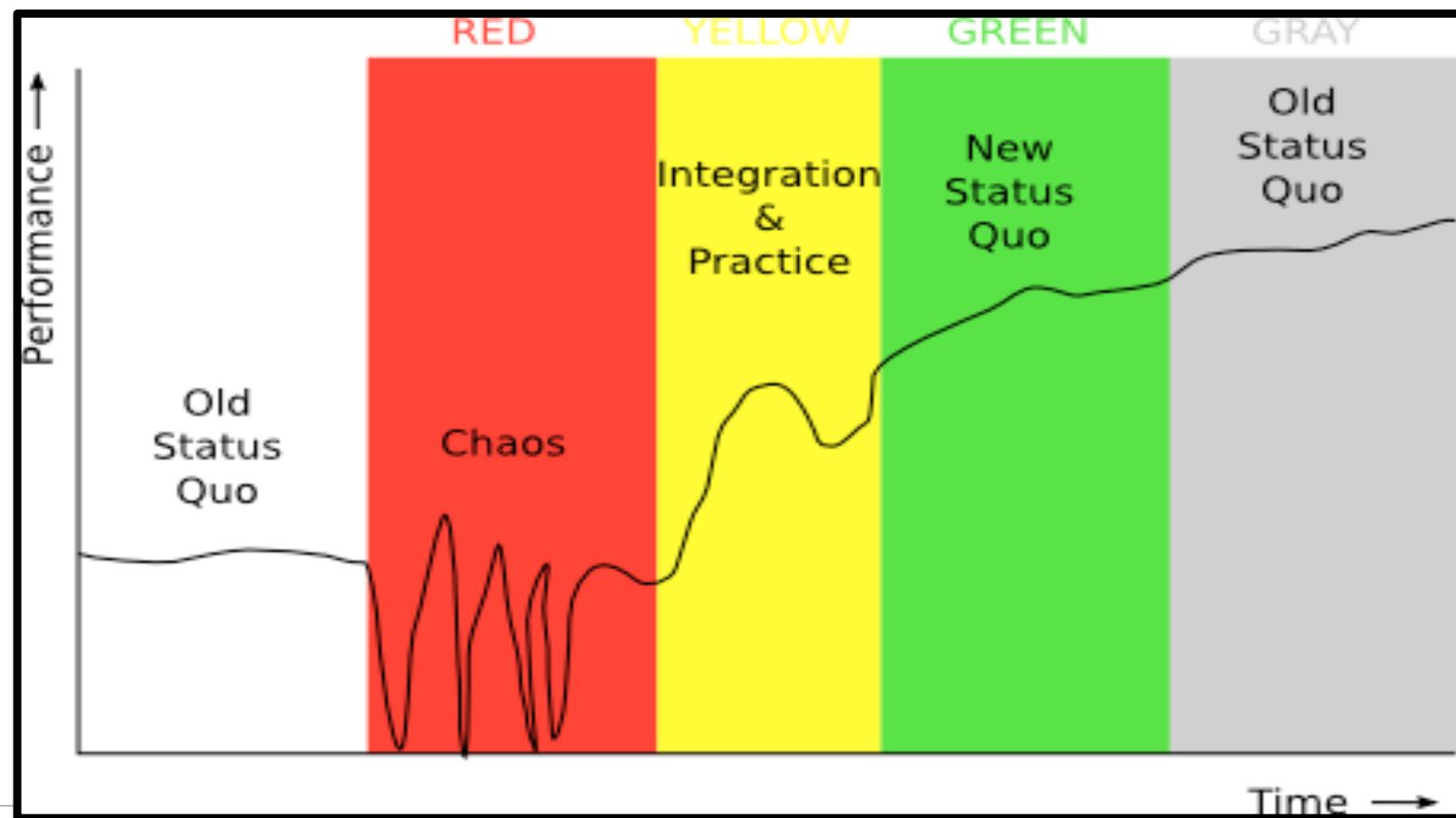




Consciousness and competence fitted to the Satir Change Model

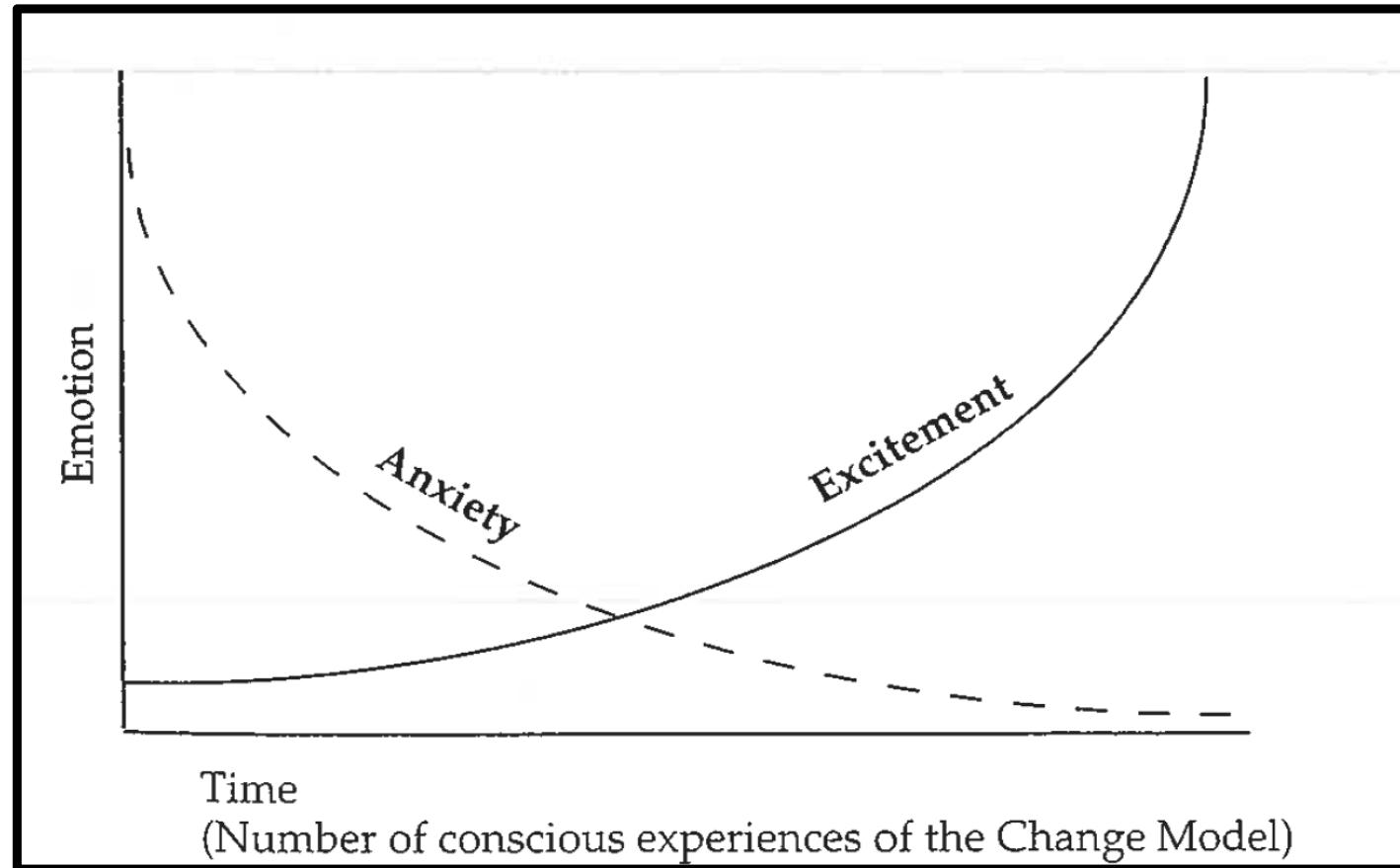
Stage in the Change Model	Consciousness/ Competence	Description	Example
Late Status Quo	Unconsciously Incompetent	You don't know that you are making mistakes, but think you know what you're doing.	Ask five-year-olds if they can drive a car. They'll say yes.
Chaos	Consciously Incompetent	You're very aware that you don't know what you're doing, and you're bothered by that knowledge.	What happens when you're first learning to drive and your instructor tells you to tap the brake lightly.
Practice and Integration	Unconsciously Competent	You know what you're doing, but still think you're incompetent because you're very aware of small mistakes.	Driving your first car and not having any problems. How long did it take before driving became secondary to the travel?
New Status Quo	Consciously Competent	You know, and are aware of what you know.	You know you are a good driver, and you notice what you're doing that prevents accidents.
Transition from New to Old Status Quo	Unconsciously Competent	You are still competent, but no longer do things with awareness. You thus become vulnerable to incompetence if the environment should change—because you won't notice.	You don't notice that you're growing older and your reaction times have changed. You now have anti-lock brakes, but you still pump them.

Timing Change Interventions (McLyman's Zone Theory)





Meta- Change





Discuss

- ✿ Can you give an example of a change and relate the process to the four major stages in the Satir Change Model?

- ✿ Late/Old Status Quo
- ✿ Chaos
- ✿ Integration and Practice
- ✿ New Status Quo



Exercise

- Define and explain key concepts in the theory by Orlikowski and Gash (1994). Select and read a case article. Can you identify any incongruence between stakeholders in your case? Describe.
- Define and explain key concepts of the Satir Change Model (Weinberg 1997). What is the foreign element in your case? Is the change successfully transformed into a new model that is mastered? Describe.