

SOS POLITICAL SCIENCE AND PUBLIC ADMINISTRATION

MBA HRD 404

SUBJECT NAME: MANAGING CHANGE IN
ORGANIZATION

UNIT V

TOPIC NAME: MODELS OF ORGANIZATIONAL CHANGE

Models of Organizational Change



Why Change?

- Change is a fact of organizational life, just as it is in human life. **An organization that does not change cannot survive long** – much less thrive – in an **unpredictable world**.
- Understanding the triggers that lead people to think change is needed, and what happens when managers try to make changes, is essential given the volatile world we live in.

What is **Organizational Change**?



- “Change is the norm in organizational life.”
(Connor et. Al. 2003: 1)
- It occurs when a company makes a transition from its current state to some desired future state.
- Organizational change may range from introducing very micro-scale alterations, such as the introduction of new software in the office, to large-scale organizational restructuring, including the creation of new organizations and the termination of old ones.

What is **Organizational Change**?



- An **alteration** of an organization's **environment, structure, culture, technology, or people.**
 - *A constant force*
 - *An organizational reality*
 - *An opportunity or a threat*
- Reconfigures components of an organization to **increase efficiency and effectiveness.**

Why Do Organizations Need Organizational Change?

- To remain competitive
- For survival in globalization and rapidly evolving technology
- To respond to a current crisis situation



Change

Models of Organizational Change

- A. Lewin's Change Management Model
- B. Kotter's 8 Step Change Model
- C. Action Research Model
- D. Positive Model

Other Organizational Change Models: McKinsey 7-S Model, Edgar Huse's 7 Stage Model of Change, General Model of Planned Change

A. Lewin's Change Management Models

Models of Organizational Change



- **Kurt Zadek Lewin**
- (September 9, 1890 – February 12, 1947)
- A German-American psychologist, known as one of the modern pioneers of social, organizational, and applied psychology. Lewin is often recognized as the "founder of social psychology" and was one of the first to study group dynamics and organizational development.

A. Lewin's Change Management Models

Models of Organizational Change



- **Phase 1: Diagnosis (Old State)**
- **Phase 2: Unfreezing**
 - Unfreezing is the process which involves finding a method of making it possible for people to let go of an old pattern that was counterproductive in some way.
 - Unfreezing is necessary to overcome the strains of individual resistance and group conformity.
 - Unfreezing can be achieved by the use of three methods.
 - First, increase the driving forces that direct behavior away from the existing situation or status quo.
 - Second, decrease the restraining forces that negatively affect the movement from the existing equilibrium.
 - Third, find a combination of the two methods listed above.

A. Lewin's Change Management Models

Models of Organizational Change



- **Phase 3: Movement**

- This stage involves a process of change in thoughts, feeling, behavior, or all three, that is in some way more liberating or more productive.

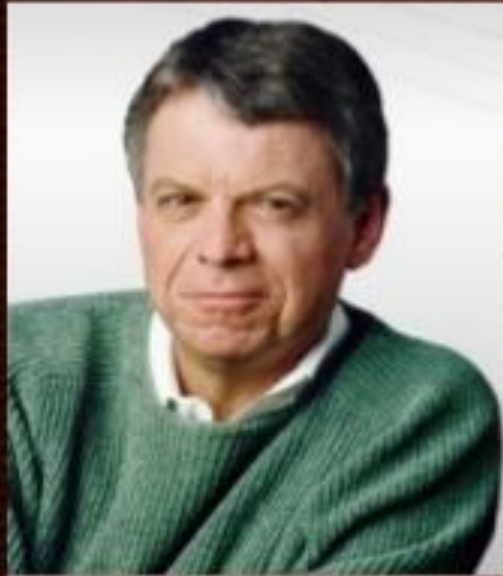
- **Phase 4: Refreezing**

- Refreezing is establishing the change as a new habit, so that it now becomes the “standard operating procedure.”
- Without this stage of refreezing, it is easy to go back to the old ways.

- **Phase 5: Renewal (New State)**

B. Kotter's 8 Step Change Model

Models of Organizational Change



- **John P. Kotter**
- Born 1947
- An author and American professor. He is currently the Head of Research at Kotter International and teaches in the High Potentials Leadership Program at the Harvard Business School.



**ANCHORING NEW
APPROACHES IN THE FUTURE**

**CONSOLIDATE AND BUILD
ON THE GAINS**

CREATE SHORT-TERM WINS

EMPOWER PEOPLE TO ACT ON THE VISION

COMMUNICATE THE VISION

DEVELOP A CLEAR SHARED VISION AND STRATEGY

FORMING A POWERFUL GUIDING COALITION

ESTABLISHING A SENSE OF URGENCY

C. Action Research Model

Models of Organizational Change

- **Cumming & Huse**
- 1989
- It focuses on planned change as a cyclical process involving joint activities between organization members and OD practitioners. It involves multiple steps that overlap and interact in practice. It places heavy emphasis on data gathering and diagnosis prior to action planning and implementation and an assessment of results after action is taken.



• PROBLEM IDENTIFICATION

• CONSULTATION WITH BEHAVIORAL SCIENCE EXPERT

• DATA GATHERING AND PRELIMINARY DIAGNOSIS

• FEEDBACK TO KEY CLIENT OR GROUP

• JOINT DIAGNOSIS OF PROBLEM

• JOINT ACTION PLANNING

• ACTION

• DATA GATHERING AFTER ACTION

D. Positive Model

Models of Organizational Change



- Focuses on what the organization is doing right
- Helps members understand their organization when it is working at its best
- Seeks to build on positive opportunities that can lead to extraordinary performance

INITIATE THE INQUIRY



INQUIRE INTO BEST PRACTICES



DISCOVER THE THEMES

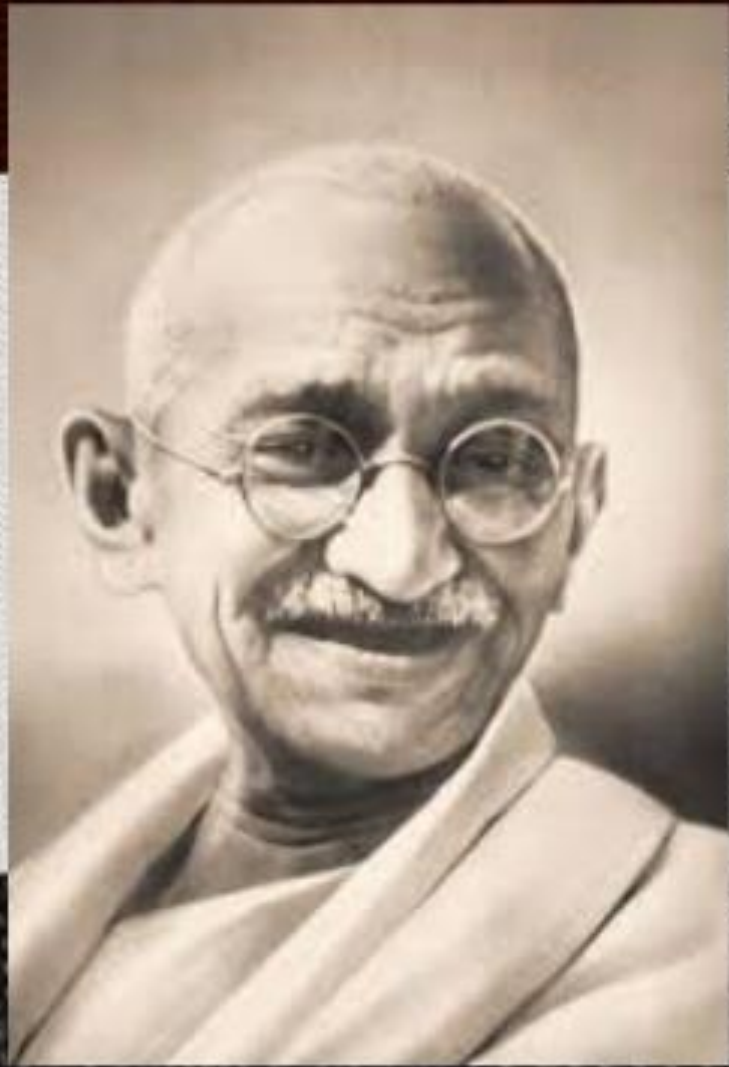


ENVISION ON PREFERRED FUTURE



DESIGN AND DELIVER WAYS TO CREATE THE FUTURE





**“Be the change
that you wish to
see in the world.”
(Mahatma Gandhi)**



THANK YOU