

SOS POLITICAL SCIENCE AND PUBLIC ADMINISTRATION

MBA HRD 404

SUBJECT NAME: MANAGING CHANGE IN
ORGANIZATION

UNIT V

TOPIC NAME: PROCESS OF ORGANIZATIONAL CHANGE

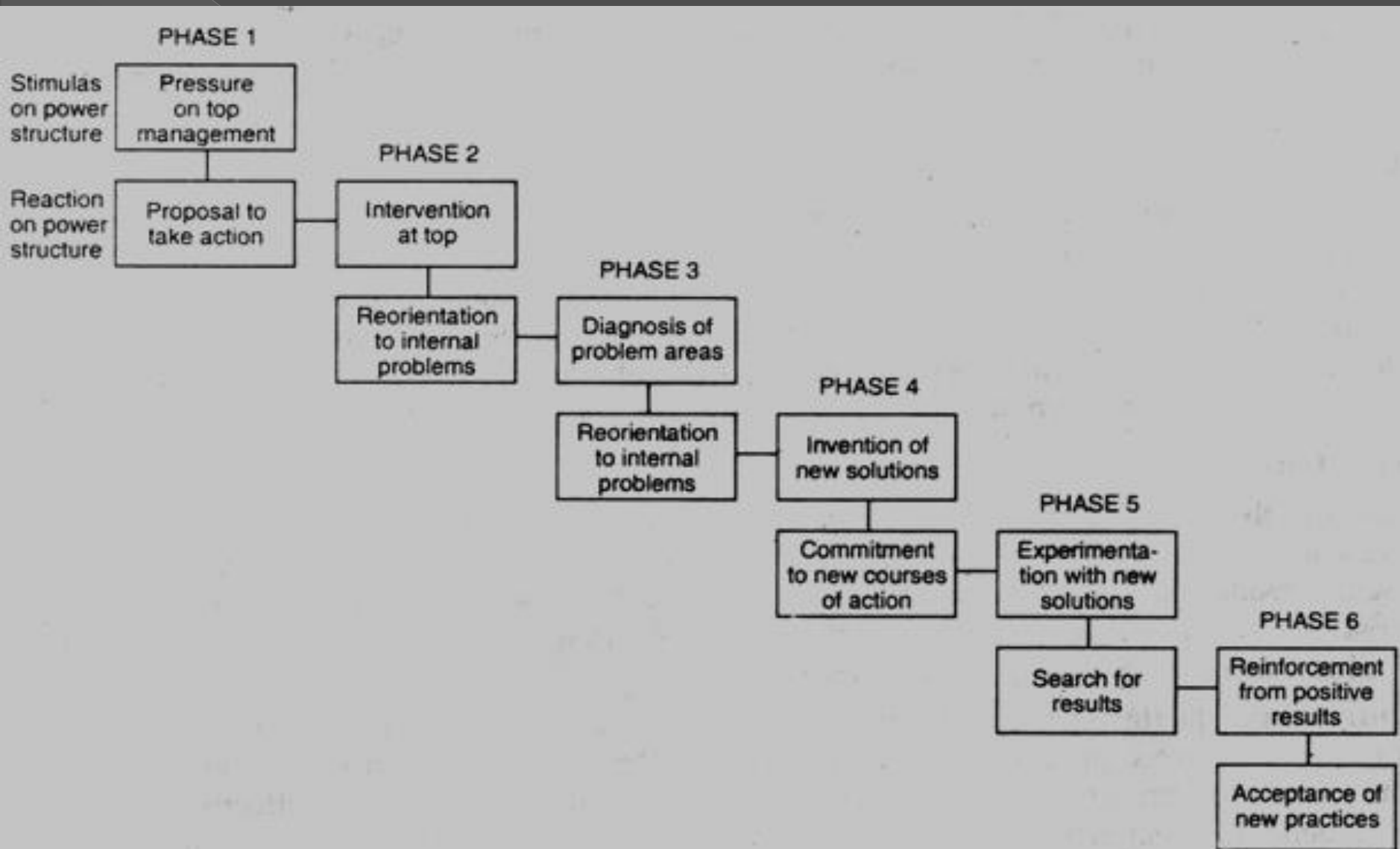
PROCESS OF ORGANISATIONAL CHANGE

- Understanding the process of change requires careful consideration of the steps in the change process, employee resistance to change and how this resistance can be overcome.
- The management of change requires the use of some systematic process that can be divided into a few stages or sub-processes. This is the essence of the most representative model of managing change. It emphasizes the role of the change agent who is an outsider, taking a leadership role in initiating and introducing the process of change.

Cont.

The process of change must involve the following so as to lead to organizational effectiveness. Firstly, there is a re-distribution of power within the organizational structure. Secondly, this redistribution emanates from a developmental change process.

FIG: INDICATES THAT THE PROCESS OF CHANGE HAS TO PASS THROUGH SIX DIFFERENT PHASES



1. Internal Pressure:

The process of change begins as soon as top management starts feeling a need of pressure for change from within the enterprise. This is usually caused by some significant problem(s) such as sharp drop in sales (profits), serious labour trouble, and/or high labour turnover.

2. Intervention And Reorientation:

An external agent is often invited to suggest a definition of the problem and start the process of getting organization people to focus on it. If internal staff people are competent enough and can be trusted they can also manage the process of change equally well.

3. Diagnosis and recognition of problems:

The change agent and manager start gathering necessary information and analyze it so as to recognize the more important problems and give attention to these.

4. Invention of and commitment to solutions:

It is important for the agent to stimulate thought and try to avoid using the 'same old methods'. Solutions are searched out by creatively developing new and plausible alternatives. If subordinates are encouraged to participate in the process, they will develop a sense of involvement and are likely to be more committed to the course of action finally chosen.

5. Experimentation and search for results:

The solutions developed in phase 4 are normally put to tests on a small-scale (e.g., in pilot programmes) and the results, analyzed. If the solution is successful in one unit, or a certain part of a unit, it may be tried in the organization as a whole.

6. Reinforcement and acceptance:

If the course of action is found desirable (after being properly tested), it should be accepted voluntarily by organization members. Improved performance should be the source of reinforcement and thus should lead to a commitment to the change.

Change in Work Processes

- ⦿ A change in work process or work activities may also be necessary if new equipment is introduced, or new products are manufactured.
- ⦿ In manufacturing industries, the major reason for changing a work process is to accommodate a change in the materials used to produce a finished product. An organization is often found to undergo a major technological change.
- ⦿ As new raw materials and appropriate new production processes are developed, technological change will probably become more pervasive. As Thomas Carlyle has put it: “Man is a tool-using animal; without tools he is nothing, with tools he is all”.

Change in Information-Processing Systems

Perhaps the most important type of technological change that has been especially important in recent years is change in information-processing systems. Simultaneous advances in large mainframe computers, personal computers and network tie-in systems have created vast potential for change in most work places. The main idea behind the adoption of computers in offices is the creation of an information-processing station for each employee.

Automation

Automation is the process of designing work so that it can be completely or almost completely performed by machines. As with most information-processing systems, computers play a major role in the upsurge of automation. Automated and computerized industry requires more and more young men and women who have white-collar skills but behave with the docility expected of blue-collar workers.

The advent of automation has perhaps been most visible in the automobile industry, just as technological change has been really spectacular in the computer industry.

THANK YOU