

**SOS POLITICAL SCIENCE AND PUBLIC
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JIWAJI UNIVERSITY, GWALIOR**



MBA HRD IV SEM

PAPER: 404

**SUBJECT NAME: MANAGING CHANGE IN
ORGANIZATION**

**TOPIC NAME:
CHANGE AGENT**

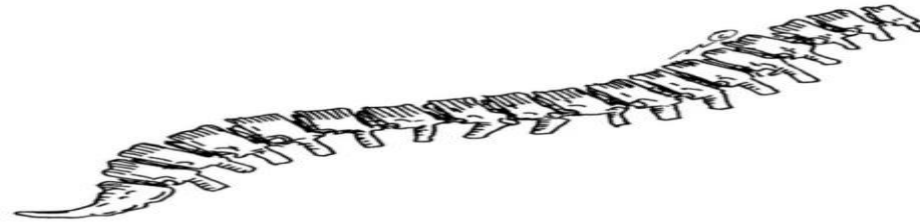
Organizational Change

- Organization culture can facilitate or inhibit **change** in an organization.
- A firm attempts to change organizational culture because the current culture hinders the attainment of corporate goals.
- **Environmental** and **internal** forces can stimulate the need for organization change.

WHO ARE CHANGE AGENTS?

CHANGE AGENT

Change agents develop and “play out” the steps necessary to realise the vision.



Change agents are the backbone of successful change.

Change Agent

Who in organizations is responsible for managing planned change activities?

→The answer is **Change Agents**.

→The term change agents is used in broad sense because a change agent can be managers or non-managers, employees of organization or an outside consultants.

→Terms such as OD Consultant, OD practitioner and Change Agent are used interchangeably. For major change efforts, top managers are increasingly turning to temporary outside consultants with specialized knowledge in theory and methods of change.

→ in an organization is known as a change agent. Change agents can be internal, such as managers or employees who are appointed to oversee the change process. In many innovative-driven companies, managers and employees alike are being trained to develop the needed skills to oversee change . Change agents also can be external, such as consultants from outside the firm.

Change agents can broadly be classified as:

1. External Change Agents
2. Internal Change Agents
3. External-Internal Change Agents

Change Agent

External Change Agents

→ These are outside consultants who are temporarily employed in the organization to remain engaged only for the duration of the change process.

Internal Change Agents

→ These are individuals working for the organization who know something about its problems and has experience of improving situation in the same organization. These Internal Change Agents, when assigned a responsibility of intervening in a system come from entirely different department or division of their organization.

External-Internal Change Agents

→ These are the individuals or small group within the organization designated to serve with the external change agent so that intervention could be implemented effectively with their help

INTERNAL AND EXTERNAL CHANGE AGENTS



CHANGE AGENTS

“Person who act as catalysts and assume the responsibility for managing change are called change agents”

- ❖ Internal Change Agent (often an HRD professional)**
- ❖ External Change Agent (consultant)**

Advantages Of Internal Change Agents

- ✓ Time-saving
- ✓ Ready access to clients
- ✓ Intimate knowledge of the organisation, its dynamics, culture and informal practices
- ✓ Access to a variety of information: internal company reports and direct observations
- ✓ Less threatening than 'outsiders' and better able to establish rapport and trust

Disadvantages Of Internal Change Agents

- ✓ Lack of objectivity
- ✓ Overly cautious, likely when dealing with internal power structures
- ✓ May lack certain skills and experience in facilitating organisational change

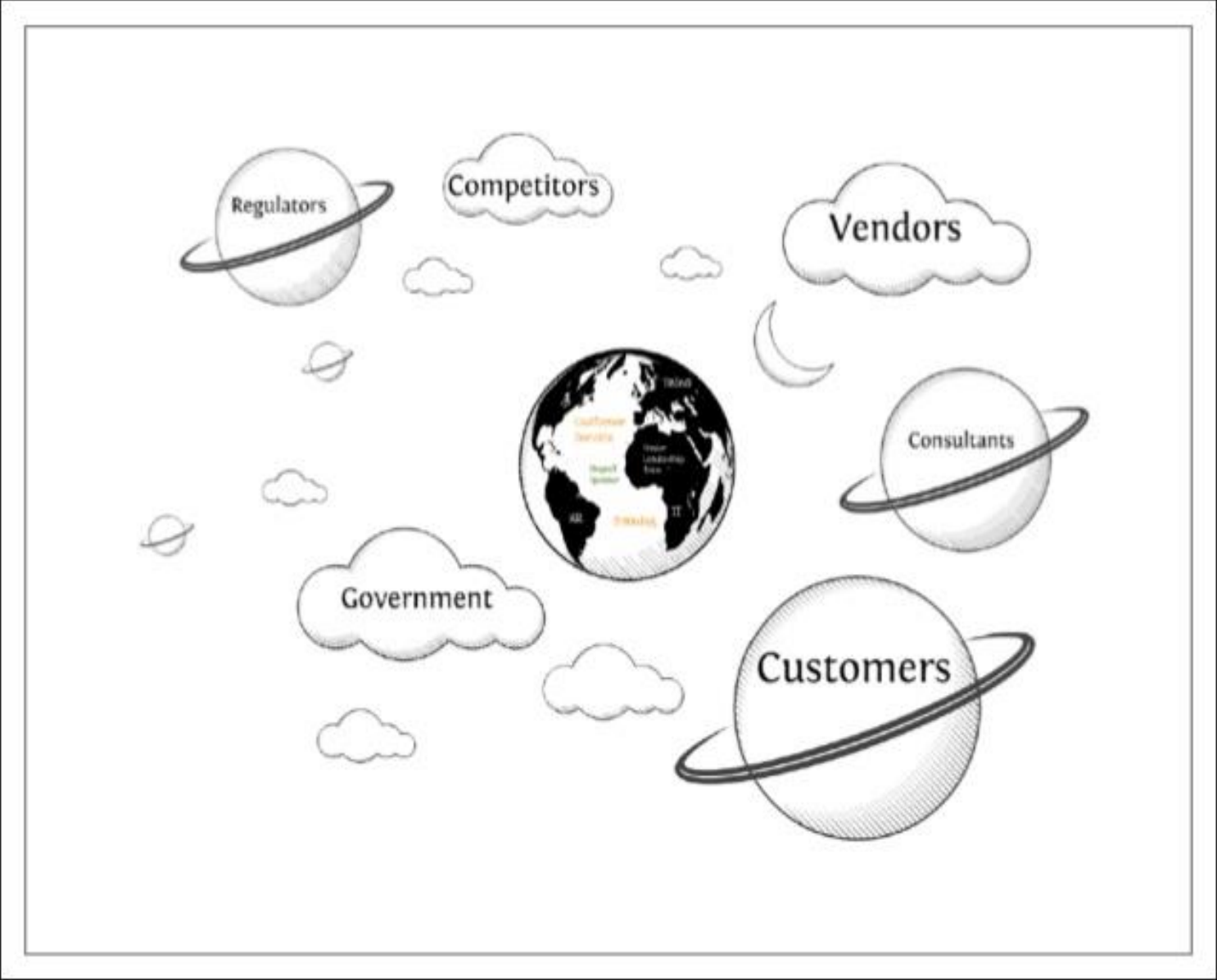
Advantages Of External Change Agents

- ✓ Expertise that is unavailable internally
- ✓ More objective perspective into the organisation development process
- ✓ Ability to probe difficult issues and to question the status quo
- ✓ They are also afforded some deference and power

Disadvantages Of External Change Agents

- ✓ Extra time required to familiarise themselves with the organisation
- ✓ Organisation may be wary of outsiders
- ✓ Perception within the organisation that outsiders have little invested in outcomes





Change Agent

Change Agent Types

Outside Pressure Type

→ These change agents work to change systems from outside the organization. They are not members of the company they are trying to change and use various pressure tactics such as mass demonstrations, civil disobedience, and violence to accomplish their objectives.

People-Change-Technology Type

→ The focus of activity for this type of change agent is the individual. The change agent may be concerned with employee morale and motivation, including absenteeism, turnover, and the quality of work performed. The methods used include job enrichment, goal setting, and behavior modification.

Analysis-for-the-Top Type

→ The focus of this change agent is on changing the organizational structure so as to improve output and efficiency. The change agent uses operations research, systems analysis, policy studies, and other forms of analytical approaches to change the organization's structure or technology.

Change Agent

Organization-Development Type

→ These change agents focus their attention on internal processes such as intergroup relations, communication, and decision making. Their intervention strategy is often called a cultural change approach, because they thoroughly analyze the culture of the targeted organization.

Change Agent Roles

Consulting

→ As a consultant, the manager places employees in touch with data from outside the organization or helping organization members to generate data from within the organization. The overall purpose is to help employees find solutions to problems through analysis of valid data.

Training

→ In addition to performing the role of consultant, the manager may function as a trainer. Here the manager helps organization members learn how to use data to effect change. The manager, or outside change agent if one is used, has a dual purpose as trainer: (1) to help organization members derive implications for action from the present data and (2) to provide organization members with a new set of skills—the ability to retrieve, translate, and use new data to solve future problems.

Change Agent

Research

→ Finally, and closely associated with the previous role, the manager may assume the role of researcher. As researcher, the manager may train organization members in the skills needed for valid evaluation of the effectiveness of action plans that have been implemented.

Conclusion

→ Every organizational change, whether large or small, requires one or more change agents. A change agent is anyone who has the skill and power to guide and facilitate the change effort. Change agents may be either external or internal. The success of any change effort depends heavily on the quality and workability of the relationship between the change agent and the key decision makers within the organization.

SKILLS REQUIRED FOR THE ROLE OF A CHANGE AGENT

- A sensor of the business environment
- Vertical to horizontal functioning
- Leadership at all levels
- Manager as catalysts
- Shorter time-frame horizon
- Balancing work and personal life
- Maximization of information flow



An effective change agents needs the following areas of expertise



BUILDING BLOCKS OF MANAGING CHANGE





FREEZE CHANGE

- Provide support to sustain in embedded change

IMPLEMENTING CHANGE

MANAGING TRANSITION

- Incremental changes for improvement

COMMUNICATING EFFECTIVELY

- Developing awareness/winning confidence

CHALLENGING THE STATUS QUO

- Stirring the environment of psychological discomfort

DEVELOPING VISIONARY LEADERSHIP

- Creating shared vision

PREDICTING AND MANAGING RESISTANCE

- Mobilizing commitment

DEVELOPING PROCESS OF CHANGE /CULTURE



Thank you ...