

Introduction
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- I) Theories of change
- II) Managers in change
- III) Research
- IV) Change Through Persuasion
- V) Conclusion

Conclusion

A lot of information and being given to be making some different types of management and organizational research.

- Observational study collect participant data, interviews, focus group and diary.

Change Through Persuasion

Like a political party, a persuasion campaign should be different from the past.

We have 4 phases for the Persuasion Campaign:

- 1. Define
- 2. Plan
- 3. Implement
- 4. Evaluate

Organizational change
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Organizational change management: process of planning and implementing change in organizations, managing employee resistance and ensuring the organization effectively responds to the change itself.

Produce optimal and effective change organizational change (technological, economic, and social culture).

What do change managers actually do during organizational change?

Five main tasks:

- **Communicating** - 30% of a manager's time
- **Listening** - 20% of a manager's time
- **Facilitating** - 15% of a manager's time
- **Coaching** - 10% of a manager's time
- **Monitoring** - 20% of a manager's time

What do managers do? Why? How?

Managers do various things to help their organizations succeed. They plan, organize, lead, and control resources to achieve organizational goals.

Four Organizational Change Phases:

1. Diagnose
2. Design
3. Implement
4. Evaluate

Observational Study
Recording and Coding (Post-Observation)

Structural Data: Chronology of events, list the total Contact Persons.

Contentual Data: In-depth selection, support analysis, Form conditions.

Observational Study

Collect preliminary data: Documents analysis, Interview discussion, Participant self- / Personality / O.B. and the reasons of Management style / their role in work.

Interview: 1) Interview with Manager, to explore and understand the O.B. / 2) Group Interview / Perception of people / Process within the Org.

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The Collaborative Organization: How to Make Employee Networks Really Work




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Conclusion

- A lot of attributes and ratings seems to be similar (esp. different types of measurement on change management)
- Observational study called preliminary data, interviews, record and code



Change Through Persuasion

Like a political plan, a persuasion campaign should be different from the past.

We have 4 phases for the Persuasion Campaign:



Organizational change
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Organizational change management: process of planning and implementing change in organizations, maximizing employee acceptance and ease in the organization while maintaining the effectiveness of the change effort.

3 major spheres of influence driving organizational change:
Technological, Economic, and Social (T.E.S.)



What change managers actually do during organizational change?

Five core roles:

- Communicating – 17% of a managers time
- Listening – 16% of a managers time
- Encouraging – 6% of a managers time
- Leading – 5% of a managers time
- Facilitating others time – 57% of a managers time




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What do managers do? Why? How?

Should understand 3 levels of change:
1. Level of change in the organization
2. Level of change in the individual
3. Level of change in the environment

What do managers do? Why? How?
- Managers should understand the organization's history
- Managers should understand the organization's culture
- Managers should understand the organization's structure
- Managers should understand the organization's processes
- Managers should understand the organization's resources


Four Organizational Change Theories



Observational Study

Recording and Coding (Final Observation)

- **Structured Data:** Chronology Record, Mail Record, Contact Record
- **Anecdotal Data:** In-depth selection, support analysis, Form conclusions




Observational Study

Called Preliminary Data

- Documents analysis
- Informal discussions
- Responsibility / Personality / Cultural influences / Management style / Nature of work

Interviews

- 5 Interviews held (Manager, superior and subordinates)
- Gain insight / Participation of people / Presence within the Org.



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Introduction

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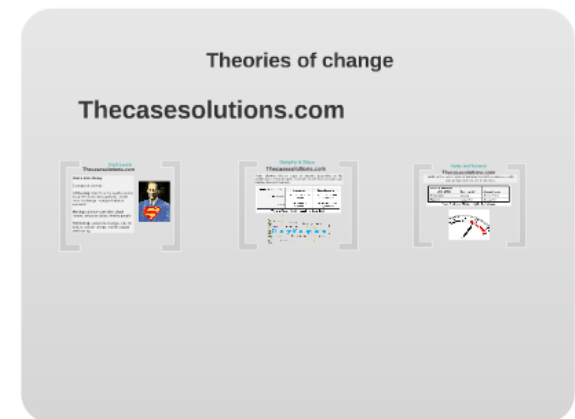
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Organizational change

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Organizational change management: process of planning and implementing change in organizations, minimizing employee resistance and cost to the organization while maximizing the effectiveness of the change effort.

3 major spheres of influence driving organisational change:
Technological, Economic, and Socio- Cultural.



Theories of change

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Kurt Lewin
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Fierce force theory
3 stages for change:

Unfreezing: determine the needs, ensure support from top management, create need for change, manage doubts & concerns

Moving: communicate often, dispel rumors, empower action, involve people

Refreezing: anchor the changes into the culture, sustain change, provide support and training



Dunphy & Stace

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Matrix showing different types of outcome depending on the combination of change types: Incremental and Transformative with Collaborative and Coercive

Dunphy & Stace (1968)	Incremental	Transformative
Collaborative	Type 1 - Participative Evolution	Type 2 - Charismatic Transformation
Coercive	Type 3 - Forced Evolution	Type 4 - Disruptive Transformation

Table 1. Change Model - Dunphy & Stace (1988)

Successful
Track
Embrace
Future
Acceptance
Behaviors
Employees
Resilience
Minds
Ownership
Monitored
Leaders
Change Management

Nadler and Tushman

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Matrix with a combination of incremental and discontinuous with anticipatory and reactive dimensions

Nadler & Tushman (1989-1995)	Incremental	Discontinuous
Anticipatory	Tuning	Reorientation
Reactive	Adaptation	Re-creation

Table 3. Change Model - Nadler & Tushman



Kurt Lewin

Thecasesolutions.com

Fierce force theory

3 stages for change:

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Collaborative	Type 1 - <i>Participative Evolution</i>	Type 2 - <i>Charismatic Transformation</i>
Coercive	Type 3 - <i>Forced Evolution</i>	Type 4 - <i>Dictatorial Transformation</i>

Table 1. Change Model – Dunphy & Stace (1988)



Nadler and Tushman

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Matrix with a combination of incremental and discontinuous with anticipatory and reactive dimensions

<i>Nadler & Tushman (1989-1995)</i>	<i>Incremental</i>	<i>Discontinuous</i>
Anticipatory	<i>Tuning</i>	<i>Reorientation</i>
Reactive	<i>Adaptation</i>	<i>Re-creation</i>

Table 3. Change Model – Nadler & Tushman



What do managers do? Why? How?

Broadly defined through 4 research studies

Open to interpretation

First 2 studies are more widely referenced

Second 2 studies are less known, but provide support

- **Kanter** focused on ethnographic aspects, and processes in change
- **Kotter** focused on leadership during change
- **Kouzes and Posner** - questionnaire to extract characteristics of leaders, quality and quantity
- **Vandermerwe and Birley** - questionnaire to evaluate change characteristics of middle managers



Four Organizational Change Theories

Kanter 1983

Found "three identifiable waves of activity" defining CM:

- Identify Problem
- Gather information
- Identify stakeholders
- Justify solution

Coalition Building

- Broader ramifications
- Gain approval of superiors
- Build support from lower ranks
- Enlist support of executive managers

Mobilization

- Execute plan
- Empower team members
- Continuous motivation
- Communicate information needed

Criticized for lack of methodological integrity, but supported by other studies



Kotter 1988

Four specific studies to understand leadership in CM:

- General Background Interviews
- Executive Resources Questionnaire
- The Best Practices Study
- The Organizational Change Study

Found list of requirements for effective leadership:

- Industry and Organizational Knowledge
- Relationships in Firm and Industry
- Reputation and Track Record
- Abilities and Skills
- Personal Values
- Motivation



Kouzes & Posner 1987

Fives best practices of exemplary leadership

- Challenge the process
- Inspire a shared vision
- Enable others to act
- Model the way (set example, plan small wins)
- Encourage the heart



Vandermerwe & Birley 1997

5 key roles:

- Highly motivate
- Influence others
- Network
- Risk-take
- Communicate with followers

