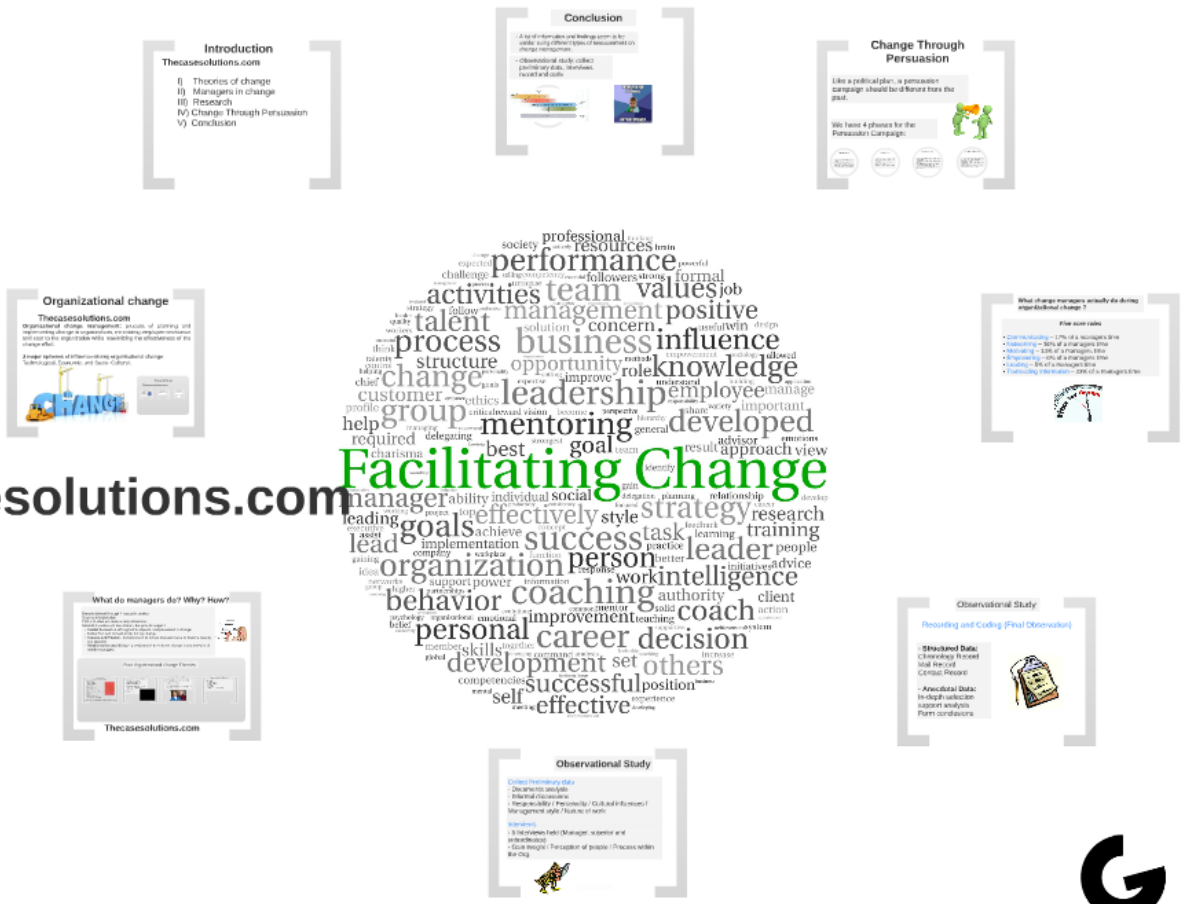

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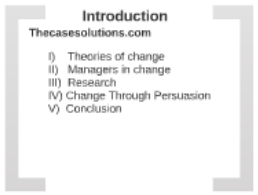

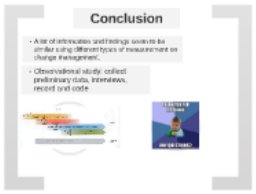

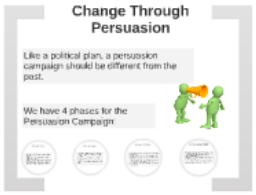

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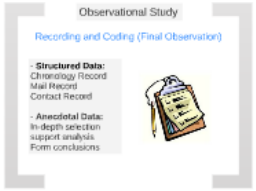

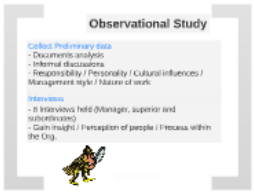

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Introduction

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

Organizational change

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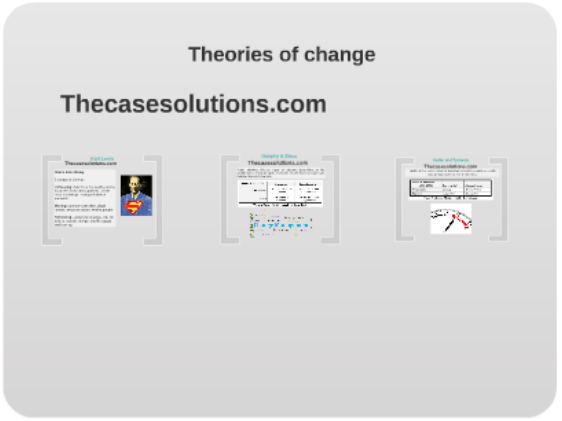
Organizational change management: process of planning and implementing change in organizations, minimizing employee resistance and cost to the organization while maximizing the effectiveness of the change effort.

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



Theories of change

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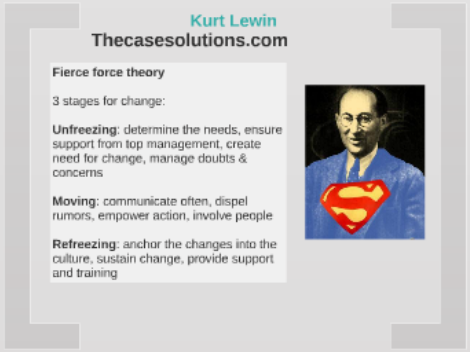

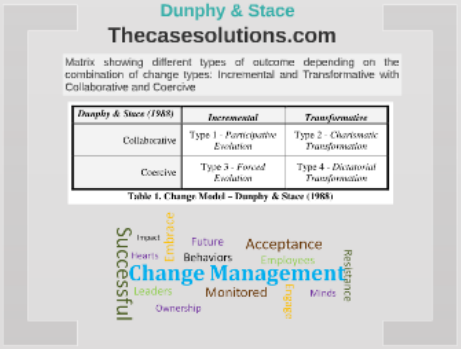

Kurt Lewin

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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 (1988)	***Incremental***	***Transformative***
Collaborative	Type 1 - *Participative Evolution*	Type 2 - *Charismatic Transformation*
Coercive	Type 3 - *Forced Evolution*	Type 4 - *Dictatorial Transformation*

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

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

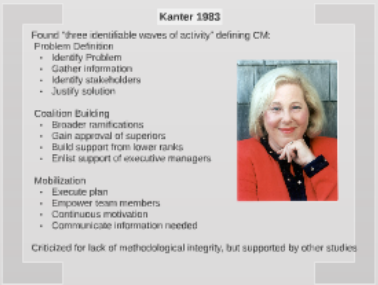
Table 3. Change Model – Nadler & Tushman

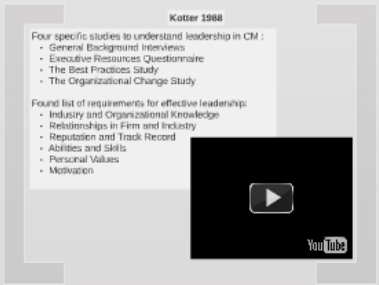
What do managers do? Why? How?

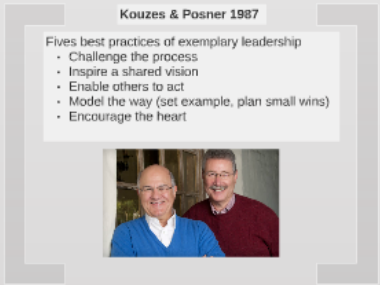
Broadly defined through 4 research studies
Open to interpretation
First 2 studies are more widely referenced
Second 2 studies are less known, but provide support

- **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







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