

Study of organizational Change Management

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Abstract: The issue of managing organizational change is of key importance within management theory and practice. A number of cases have shown that attempts to 'manage' organizational change frequently failed. Therefore the objective of this paper is to find why does the failure almost occur? Additionally, this papers objective is to provide discussion and find reply on the following questions: Which specific aspects of change are currently impacting most on practicing managers? How do they react to change? How are they dealing with them? And how successful are their attempts? How do the problems identified and solutions described, relate to the theory and research on organizational change? What kind of organizations are the most adopted to changes? The findings suggest that most companies' operational strategies and structures reflect past business realities making organizational inertia one of the most significant obstacles to change. However, it is noted that leadership and management skills, such as visioning, prioritizing, planning, providing feedback and rewarding success, are key factors in any successful change initiative. The paper culminates with conclusions, implications and suggestions for further research.

Keywords: Change management, Trends, Five Steps of Change Management, Organizational Change.

I. INTRODUCTION

Change management is the process, tools and techniques to manage the people-side of change to achieve the required business outcome. Change management incorporates the organizational tools that can be utilized to help individuals make successful personal transitions resulting in the adoption and realization of change. Change management is the application of a structured process and set of tools for leading the people side of change to achieve a desired outcome. Change management emphasizes the "people side" of change and targets leadership within all levels of an organization including executives, senior leaders, middle managers and line supervisors. When change management is done well, people feel engaged in the change process and work collectively towards a common objective, realizing benefits and delivering results.

Change management does pretty much what the term implies. It systematically deals with change so that you can plan for each phase of the new strategy for your company. To be successful in the modern world, you need to learn how to successfully deal with change and help others in your organization deal with change. Change management can be defined by three main components: adapting to change, handling the change and effectively putting forth that change. All of these components must be dealt with before any change is instituted. If not, you will not be successful. To adapt to the change, you must be flexible and act quickly when you see a problem. This will in turn help you control the change. Handling change involves planning proactively for each step. You know resistance will exist. If you can figure out when this resistance will initiate and from whom it will come, you can deal with these issues proactively. To effectively put forth the change, you need to create a change management plan for each section of the change: before, during and after. To be successful, you should continue with your change management strategy even after the change has been instituted.

II. RESEARCH METHODOLOGY

I have used descriptive research design. The Study is based on secondary data. The secondary data have been collected from the books, journals, magazine and newspapers.

Objectives of the Study:

- a) To study of Change management.
- b) To discussion advantages disadvantages of Change management.
- C) To know Organizational Change.
- D) To know steps of change management in any organizations.

III. HISTORY OF CHANGE MANAGEMENT

Change Management as a discipline began to emerge in the 1980s driven by leading consulting firms working with Fortune 50 companies. Early adopters, such as GE, Ford, and AT&T, were very large corporations that could derive significant savings through more efficiently implementing new programs and were accustomed to cutting edge thought leadership roles. This work resulted in early Change Management models such as GE's Change Acceleration Process (CAP) and John Kotter's Eight Step Process for Leading Change. At this time, Change Management offerings were mostly available through consulting services, with a limited number of books and textbooks available. During the 1990s, industries undergoing significant and rapid change in areas such as information technology and human resources began highlighting the benefits of Change Management programs on a broader scale. The experiences, consequences, and costs of implementing change without a structured approach has helped employees and organizations embrace Change Management tools. Though use of Change Management was still limited primarily to large corporations in the habit of regularly utilizing professional consulting firms, Change Management was receiving more and more visibility and credibility.

The 2000's marked widespread acceptance of Change Management as a business competency for leading change. This shift increased the credibility of Change Management in the business world and with project teams. The benchmarking data on 'use of a methodology' shows a marked increase from 34% in 2003 to 72% in 2011. The value of Change Management was further validated through additional research on the impact of Change Management on business success by Prosci, IBM and McKinsey. The market for Change Management tools and training grew rapidly through this period, with as many as 320 consulting firms identified as offering Change Management services by 2011. Some were established with their own Change Management methodologies while others, that previously only offered consulting services, also provided training and some level of product offerings as well. The close of the decade saw the formation of the industry's first global association for Change Management practitioners, the Association of Change Management Professionals.

IV. CHANGE MANAGEMENT TRENDS

- The awareness of the need and value of Change Management is increasing at all levels of organizations
- Organizations continue to devote more resources and positions to Change Management – 36% of the 2012 Best Practices in Change Management respondents indicated that their organization has created an office or a functional group around the discipline of Change Management
- Change Management activities are being introduced earlier and more often into Project Management programs
- Demand is growing for building internal Change Management competencies versus relying on outside consulting
- There is a greater demand for Change Management training and certification within organizations

Advantages

- Change is necessary in all organizations. But, the way change is initiated can vary. It can be forced upon companies by outside forces or just come from a realization that the company may be falling behind the times. In this way, change management can be quite beneficial to an organization.
- Change allows companies to better compete with their rivals and develop new skills or products that will bring in a higher profit. What makes change management methodology advantageous to most organizations is that it allows change management teams or managers to effectively deal with any proposed new direction.
- Change management also helps individuals realize why the change was necessary so that they will embrace it and move forward. Change can be good for an employee since it will bring them the opportunity to try something new and gain new skills.

- With the open communication and discussions that change management methodology promotes, individuals (employees, stakeholders and customers) will have a greater stake in the outcome since they have helped implement the plan. People generally do not put up resistance to things that they have suggested.

Disadvantages

- There are, however, some disadvantages to the change management methodology that has more to do with not properly following its processes. If resistance from employees is not effectively dealt with through communication, it can derail any project.
- Not understanding the culture of your company can allow the rumor mill leaders to circulate incorrect or corrupting information about the change. Also, stakeholders and customers need to be kept informed and brought in on the change. If not, they make also resist the change, and clients may choose to go through another company.
- A bad change management plan can also negatively affect an organization. Change management is just that managing change. And, without a plan to deal with every step of the change (before, during and after), the strategy could fail at any point in time, possibly bringing down the entire company.
- While change can be risky, the benefits far outweigh the potential pitfalls. Change allows organizations to progress and stay on top of their industry in an uncertain market.

V. MANAGING ORGANIZATIONAL CHANGE

What Are Organizational Change and Organizational Change Management? Change has several meanings, but for the purposes of this paper, change or, more precisely, organizational change will be defined this way: Organizational change is the implementation of new procedures or technologies intended to realign an organization with the changing demands of its business environment, or to capitalize on business opportunities. In addition, Organizational change management is the process of recognizing, guiding, and managing these human emotions and reactions in a way that minimizes the inevitable drop in productivity that accompanies change. Organizations have to deal with new technology, and with upgrades for existing technology. They have to cope with reorganizations, process improvement initiatives, and mergers and acquisitions. Which specific aspects of change are currently impacting most on practicing managers? How do they react to change? How are they dealing with them? And how successful are their attempts? How do the problems identified and solutions described, relate to the theory and research on organizational change?

Mergers, acquisitions, new technology, restructuring and downsizing are all factors that contribute to a growing climate of uncertainty. The manager who moves straight into why the change is best for everyone and how business is going to be conducted disregards the human nature element the emotions that are normal and natural for anyone feeling threatened by change to feel. At every step in the process of implementing an organizational change, a good manager will ask him/herself "How might I react to these changes"? As the organization implements the changes though, the reality of the change becomes present and employees may either resist the changes or start to adjust to the changes depending on the person. The employee who continues to resist, remains angry and is labeled as "difficult" is feeling more threatened and may need some one-to-one time with the manager to discuss the changes or at some point, may need clarification from the manager about performance expectations in light of the changes. There are external and internal triggers for organizational change.

External triggers include: developments in technology; developments in new materials; changes in customers' requirements and tastes; the activities and innovations of competitors; new legislation and government policies; changing domestic and global economic and trading conditions; shifts in local, national and international politics; changes in social and cultural values.

Internal triggers include: new product and Service design innovations; low performance and morale, triggering job redesign; appointment of a new senior manager or top management team; inadequate skills and knowledge base, triggering training Programs; office and factory relocation, closer to suppliers and markets; recognition of problems, at triggering reallocation of responsibilities; innovations in the manufacturing process; new ideas about how to deliver services to customers. . Top management's actions are usually reactions to some outside force, such as stiffer competition, shifts in the marketplace or new technology. It is important to realize that change is a key to surviving and growing in today's global economy. Without change we would run the risk of becoming stale and unresponsive. The challenge we face is to learn to move through this wave of transitions easily and creatively as possible. The organizations that succeed

at change do so by considering the people who are affected by, will have to live with, and are often crucial to effecting the change in question. Even better, not only does managing the human aspects of an organizational change Initiative help ensure the successful implementation and use of the technical solution, it sets the groundwork for implementing future solutions. As organizations seek to implement new technology and take other actions to keep themselves competitive in their chosen markets, they must ensure that the changes they implement achieve the full scope of their technical, financial, and human objectives. This is the ultimate objective of the organizational change management process: to ensure that tactics for addressing human reactions to change are fully integrated with other aspects of the implementation in order to achieve the full scope of objectives intended by the initiative. The outcomes of study of organizational change management can have positive, bottom-line impacts, as illustrated in the table

Table 1 - Outcomes of study of Organizational change management (OCM)

OCM Outcome	Bottom-Line Impact
Visible, consistent support for the change (less resistance)	Reduced project contingencies
Implementation plans that accurately and proactively identify and address change-related disruption	Closer adherence to project timeframes and budgets
Greater implementation speed because of reduced resistance from end-users, and increased capabilities for successfully interacting with technical solutions	Momentum necessary for selling and implementing follow-on versions of technology solutions
Alignment of change with existing organizational structures and systems	Greater customer satisfaction and an increase in customer referrals leading to a competitive advantage

VI. STEPS OF CHANGE MANAGEMENT IN ANY ORGANIZATIONS

Our five phase, structured Change Management Process has helped some of the world's largest and most successful companies deal with what has become a constant today.

- Understand the need for change:** The first step in any change understands the need for change. It's tempting to see that something needs fixing and quickly jump to a solution. Resist the temptation and instead spend time understanding the situation and the change. Involve a range of people in developing a shared understanding of the situation. You can then be sure that your solution addresses the complexity of the problem. Start by understanding why the change needs to happen. Responding to Social Change highlights the drivers in the external environment impacting on an organization and which are likely to spark the need for change. Consider how these drivers are going to affect the organization. Take a look at tools and techniques, where there are frameworks to facilitate a stakeholder analysis and understanding the change. A cause and influence diagram is one way of mapping the complexity of a change situation, described under tools and techniques.
- Communicate the need and involve people in developing the change:** Once you and those working with you have explored the situation and fully understand what needs to happen, you will then need to communicate this. The communicating to stakeholder's framework gives an approach to considering what is important to others, what motivates them and how this change will affect them. Involving beneficiaries has particular challenges and significant time and resources need to be dedicated to ensure this is carried out effectively. This stage can be frustrating because many of the questions they ask you will have already considered back at the beginning of Stage 1. However it is important to give communication and involvement the time it needs. Rush the communication aspect of managing change and people's commitment will be weakened. This could cause real problems later down the line.

- **Develop change plans:** Having clearly communicated and developed a shared understanding of the change, you need to detail the change plans. The first aspect of developing a change plan is to detail where you want to be. Be exact. What precisely will be different? What are the objectives you want to achieve? What will be the performance measures? Specify the change you want to see and understand the change. Take a look at the project planning framework to help schedule activities.
- **Implement change plans:** This is the change itself. Make sure everyone knows what has to happen and what their role is. Provide the support and watch out for stress. Maintain some routine as far as is possible. Take a look at team/individual change to understand how people react to change and how you can manage these reactions.
- **Evaluate progress and celebrate success:** As soon as you can start identifying what is going well, make sure people are thanked appropriately, their hard work acknowledged and successes celebrated.

VII. COMPETITIVE ADVANTAGE EMERGE

Finally we can conclude that innovative and winning companies' position has to respond rapidly as new opportunities for competitive advantage emerge:

- Teams are structured so that skills can be quickly added and employees are empowered to work collaboratively across functions and networks of partners.
- Organizational structures and management systems can be created or realigned without hesitation.
- Enabling business technologies are applied carefully and are driven by end users, not technologists.
- Processes are streamlined end to end, and form the basis for ongoing adaptation of Work practices.
- Developing and executing solid communication plans can help organizations in the digital drive survive and thrive in today's changing business environment.
- States that the ability to manage change is now recognized as a core organizational competence.

VIII. CONCLUSION

The rate of organizational change has not slowed in recent years, and may even be increasing. The rapid and continual innovation in technology is driving changes to organizational systems and processes. Many companies spend a lot of time and effort to accept new economic trends, while others adopt them easily. New business imperatives call for new organizational behaviors. Globalization has seen the tearing down of previous international market barriers. It is no wonder that relentless change has become a fact of organizational life. Unfortunately, most companies' operational strategies and structures reflect past business realities making organizational inertia one of the most significant obstacles to change. This failure almost occurs for a number of reasons, like the following:

- absence of a change champion or one who is too junior in the organization
- poor executive sponsorship or senior management support
- poor project management skills
- hope rested on a one-dimensional solution
- poorly defined organizational objectives
- change team diverted to other projects

Failed organizational change initiatives leave in their wake cynical and burned out employees, making the next change objective even more difficult to accomplish. It should come as no surprise that the fear of managing change and its impacts is a leading cause of anxiety in managers. At the end it can be concluded that we should further recognize that we are living in the globalization era, or the Global Age. According to this statement it must be clear that the new economy sets new standards of success and opportunities for small businesses which are related to forming strategic alliance, new technology use, experiences and knowledge exchange among entrepreneurs and similar. Leadership and management skills, such as visioning, prioritizing, planning, providing feedback and rewarding success, are key factors in any successful change initiative. This is something that small businesses must not ignore in the future.

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