

OBJECTIVES:

- Concept, strategies and process of
- Change management
- Models of change management

Concept of change management-

Change management plays an important role in any organisation since the task of managing change is not an easy one. Change management can ensure standardised methods, processes and procedures that are useful for all changes. The main objective of change management is to reduce the probability of change implementation failure; reduce resistance to change and to get maximum benefit from the implementation. Change management can be referred from two perspectives: Organisational change management is the management of change from the perspective of a manager or the top leadership. It takes into account both the processes and the tools that managers use to make changes at an Change Management level. It focuses on change management practices and skills as well as strategies, plans and training programs. Individual change management is the process of helping employees to understand them where they are in the change process and managing that change effectively. This change management is related with bottom level that means employees.

Strategies of change management-

Efficient change management strategies are required for overcoming the change in the organisation. *Directive Strategy*- In this strategy authority and power of the manager is used to manage change. The advantage of this strategy is that it can be undertaken quickly as it involves less number of people. The disadvantage of this strategy is that it does not consider the opinion of others who are involved or affected by these changes. *Expert Strategy* -In this approach the change is viewed as a problem solving process and for this purpose help of an expert is taken to resolve it. In this approach also there is little involvement of those who are affected by these changes. The main advantage of this approach is that with the help and guidance of experts the change can be implemented quickly and effectively. *Negotiative Strategy* -In this strategy the top management discusses the various issues with those who are affected by the changes. This approach involves negotiation and bargaining on the part of the top management to implement the changes in the organisation. The major advantage is that this approach have major involvement of all those who are affected by these changes which results in participation and support from all. The main disadvantage of this approach is that it takes longer to implement the changes. *Educative Strategy*- This approach is based on redefining and reinterpreting people's norms and values thus motivating them to support the changes being made. Here the main attention is on them who are involved in the process of change. *Participative Strategy*- The major advantage is participation and involvement of all so the change process has support of all. It gives individuals an opportunity to increase their skills and knowledge about the organisation and its functioning.

Process of change management-

- Step 1: Assess need for change,
- Step 2: Purpose for change,
- Step 3: Plan for change,
- Step 4: Implement the change,
- Step 5: Sustaining the change

Models of change management

One of the dominant perspectives within 'planned approaches' to change is that of Kurt Lewin, which argues that change involves a three stage process: Unfreezing current behavior, Moving to the new behavior and Refreezing the new behavior. Ever since its formulation, the theory has been reviewed and adapted, with stages being divided to make more precise steps. For example, Bullock & Batten (1985) developed a four -stage model: Exploration, Planning, Action, Integration and Building on the work of the early theorists, change has been consistently conceptualised in two basic ways. The first sees change as a rational, strategic process where the organisation chooses a new course of action and adapts to change. The second approach views change as evolutionary selection, where organisations typically resist the change happening around them. (Flood & Fennell, 1995). This is parallel to earlier viewpoints – organisations adapt through strategic processes, or they fail to see the need for change and are replaced. Wiggins (2009) cites flawed maps of change, complex problems,

superficial solutions, misunderstanding resistance, and misuse of knowledge about change management process as the main challenges in the change management process. Anyieni, (2013) further argues that change management means to plan, initiate, realise, control and stabilise change processes on both corporate and personal levels. Kotter (1996) produced an 8-step model: Establishing a sense of urgency• Creating a guiding coalition• Developing a vision and strategy• Communicating the change vision• Empowering employees for broad based action• Generating short term wins• Consolidating gains and producing more change• Anchoring new approaches in the culture. Kanter *et al.* (1992) argue that the first step to implementing change is building coalitions of stakeholders, including employees and sponsors, such as local authorities whose support is essential. A leader has to be able to influence others, create a vision and then communicate, empower people, and build teams to make the vision happen. Aladwani (2001) postulates that the tools of management of change are leadership, communication, training, planning, and incentive systems, which can all act as levers and can move great obstacles with a minimum of effort when applied correctly. Organisational change can occur at different levels which require different change strategies and techniques (Goodstein & Burke, 1991). Lashunda (2010) gives three levels: Changing the individuals who work in the organization, Changing organisational structures and systems and directly changing the organisational climate.

Challenges of Change Management- Managing multiple teams-

The need to create multiple teams in the change management process may arise to execute different tasks in different areas.

Managing rising changes in multiple areas-

Doing this effectively requires using an all-inclusive workflow system that gives everyone involved in the change process access to project reports, ongoing tasks, and communications.

Communication breakdown-

Information needs to be communicated across to the team instantly, and updated documents have to be accessible by all parties involved to avoid information imbalance.

Employee resistance-Change readiness consists of six phases: indifference, rejection, doubt, neutrality, experimentation, and commitment. Evaluate the employee readiness level and give them time to process each stage accordingly.

Correcting faulty change systems-

Retracing your footsteps is daunting without a well-planned change management strategy and a tool that keeps your work organized.

Obtaining speedy approvals-

Automating the approval process is the fastest way to keep your business operations ongoing. An effective workflow system can notify personnel about pending approvals and remind them continuously until the approvals are done.

CONCLUSION:

Change management is consistent in indicating that change isn't a single, continuous process, but rather is broken down into a number of different steps. However carefully leaders and managers plan the change it should be remembered that employees may feel that work is a constantly shifting environment. It is important to be aware of what other changes are also occurring and acknowledge the risk that one set of changes may be overwhelmed by the combination of other changes taking place. Change is an initiative that every organisation has to take to sustain and compete in changing environment and to be flexible in all aspects. Recognizing the need for change and implementing it at the right time is vital for business growth and sustenance. Failure to adapt to your rising business needs could be your undoing as you lose to the competition. Change may be challenging, but an effective change management process makes it more accessible.

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