There is nothing **permanent** except **change.**

– *Heraclitus*

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- Aitareya Upanishad

Preview

- **Why**
- **What**
- **How**

"The illiterate of the 21st century will not be those who cannot read and write,

नैपुण्यात विजयो ध्रुवम्

WHY CHANGE?

OBJECTIVES CALLING FOR CHANGE

Improve

Ability to cope with future

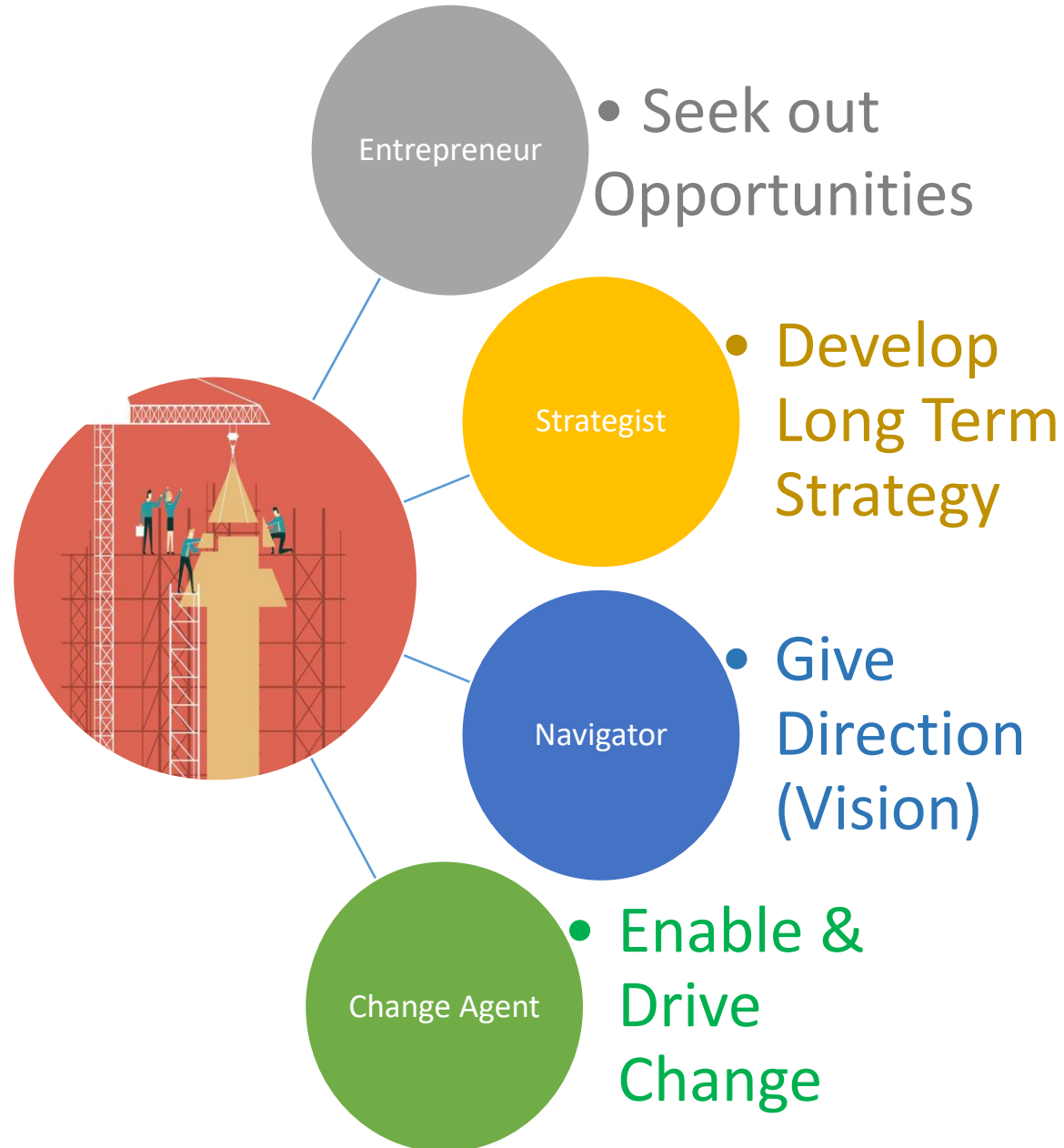**Adoption of a new idea and change in behaviour by an org**

ORG CHANGE

Org change is the process by which orgs move from their present state to some desired future state to improve org effectiveness

Present State	→	Desired State	→	Org Effectiveness

ROLES OF STRATEGIC LEADERS

Entrepreneur
- Seek out Opportunities

Strategist
- Develop Long Term Strategy

Navigator
- Give Direction (Vision)

Change Agent
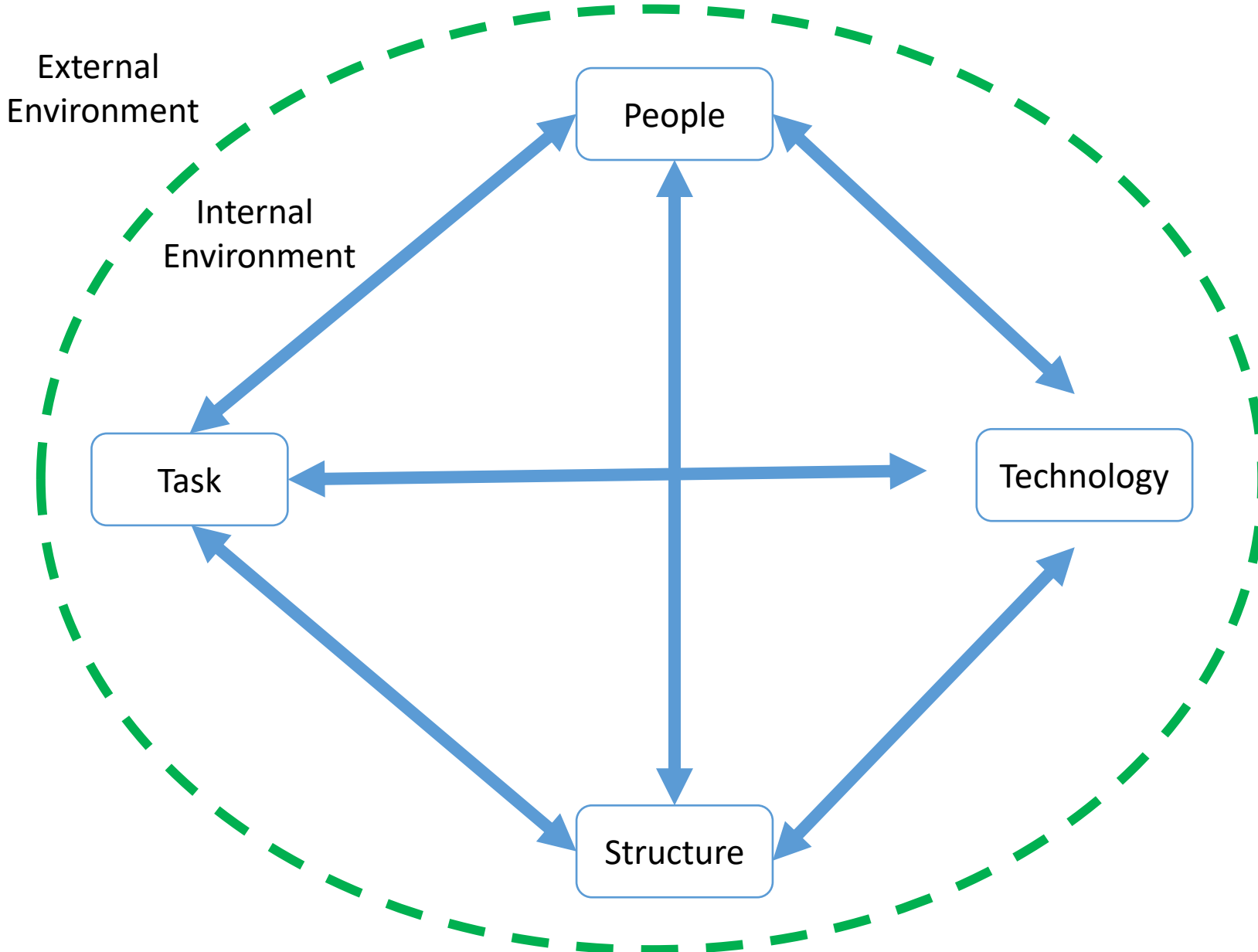- Enable & Drive Change

THE NEED FOR CHANGE

I can't change the direction of the wind, but I can adjust my sails to always reach my destination.

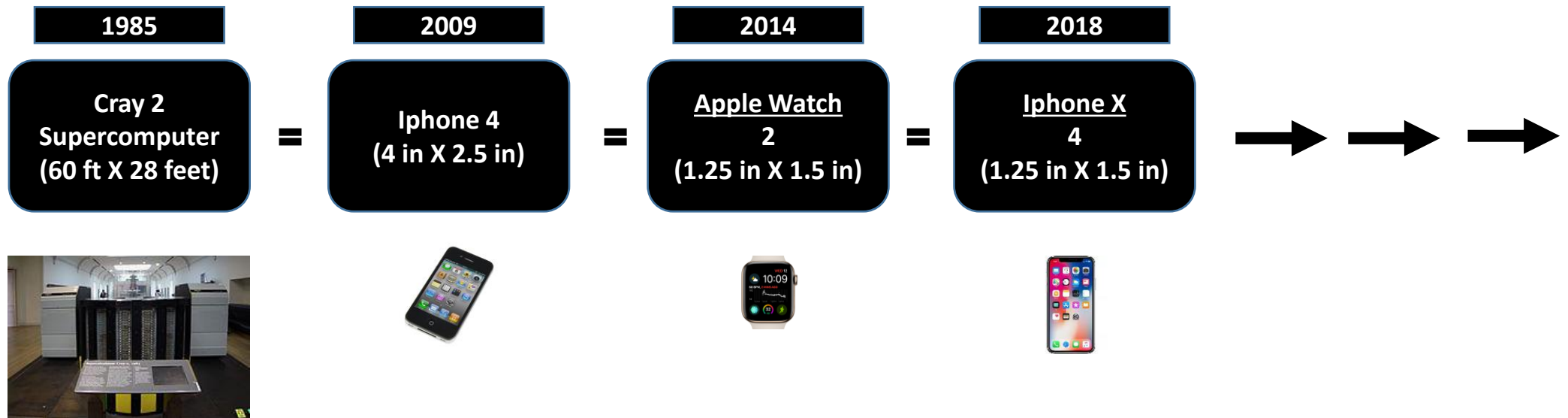Jimmy Dean

THE NEED FOR ORGANISATIONAL CHANGE

- **Organisations consist of Four Interdependent Elements**
- **Change in any element necessitates corresponding change in other elements**

MOORE'S LAW & AN INDIAN FABLE

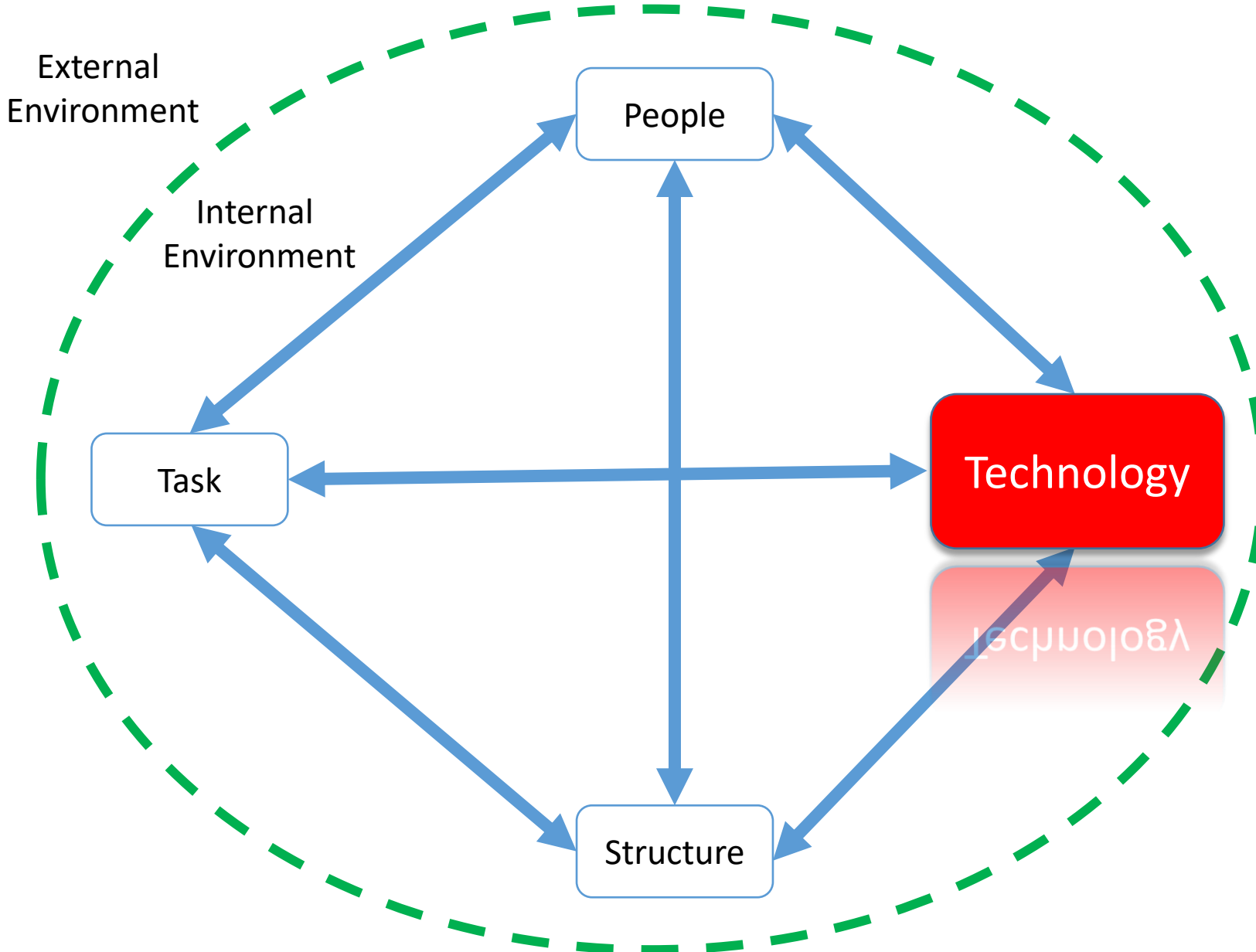"The processing power of microchips doubles every 24 months and the cost halves"

1985

Cray 2 Supercomputer (60 ft X 28 feet)

=

2009

Iphone 4 (4 in X 2.5 in)

=

2014

Apple Watch 2 (1.25 in X 1.5 in)

=

2018

Iphone X 4 (1.25 in X 1.5 in)

→ → →

MOORE'S LAW & AN INDIAN FABLE

"The processing power of microchips doubles every 24 months and the cost halves"

THE NEED FOR ORGANISATIONAL CHANGE

External Environment

Internal Environment

People

Task

Technology

Structure

- **Organisations consist of Four Interdependent Elements**
- **Change in any element necessitates corresponding change in other elements**

NATURE OF ORGANISATIONAL CHANGE

TYPES OF CHANGE

CHANGE

EVOLUTIONARY

DEVELOPMENTAL — Enhancement of old state

TRANSITIONAL — Transit from old state while new state is being put in place

REVOLUTIONARY

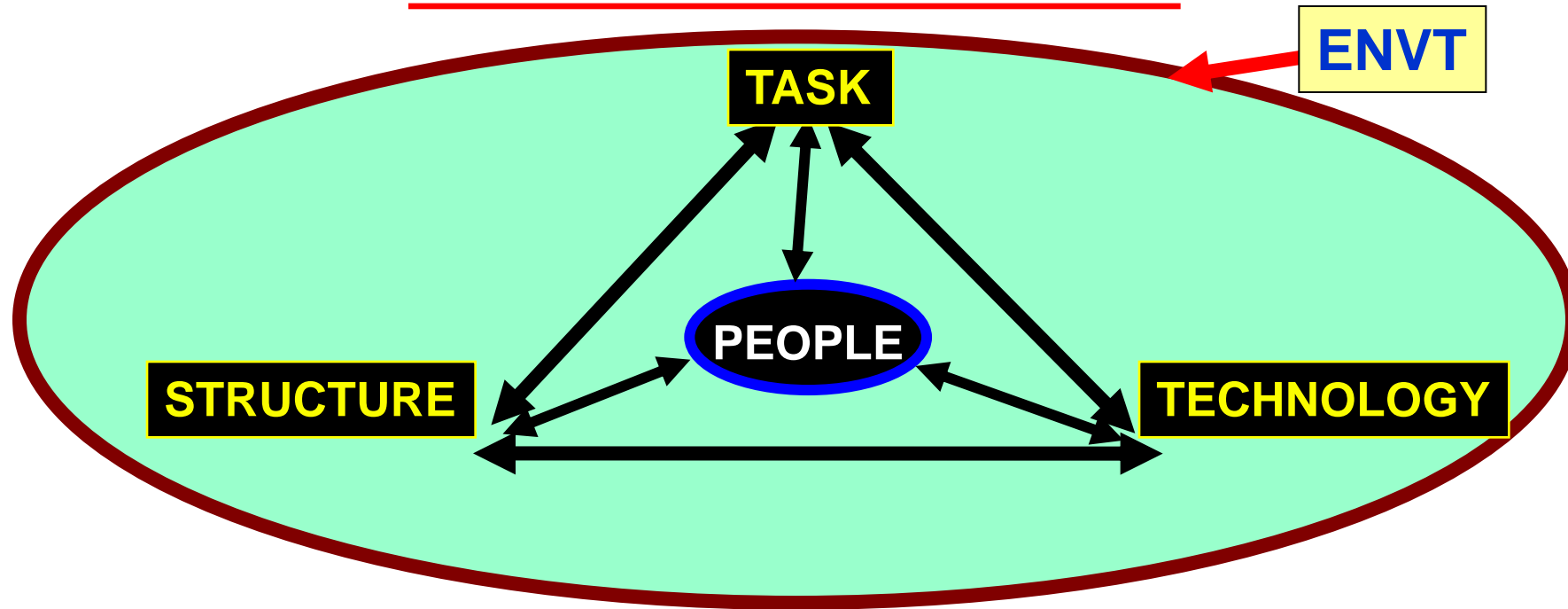**TRANSFORMATIONAL** — Radical shift from one state to another

- Requires a shift of, BEHAVIOUR MINDSET & CULTURE
- Demands A SHIFT IN HUMAN AWARENESS

Resistance to Change

LEAVITT'S FOUR VARIABLE CONCEPTION OF ORGANISATIONAL CHANGE

More than 70% of change efforts fail because of failure to focus on people issues

DILEMMA OF CHANGE

No Change

- Stability, Certainty, Predictability
EFFICIENCY

Change

- Uncertainty, Unpredictability and unfamiliarity
EFFECTIVENESS

People look for stability in relations and structures

WHAT IS MANAGEMENT OF CHANGE?

A structured process and set of tools for leading the people to change

A collective term for all approaches to preparing and supporting individuals, teams, and organizations in making organizational change.

RESPONSIBILITY OF MANAGING OF CHANGE

- **Leader/ Management.**

  - **To help people understand aim and reasons of change**

  - **To facilitate and enable**

  - **Manage the change in a way that people in the org can cope with it**

- **People/ Followers.**

  - **To do their best, which is different for every person and depends on a wide variety of factors (maturity, stability, experience, personality, motivation, etc)**
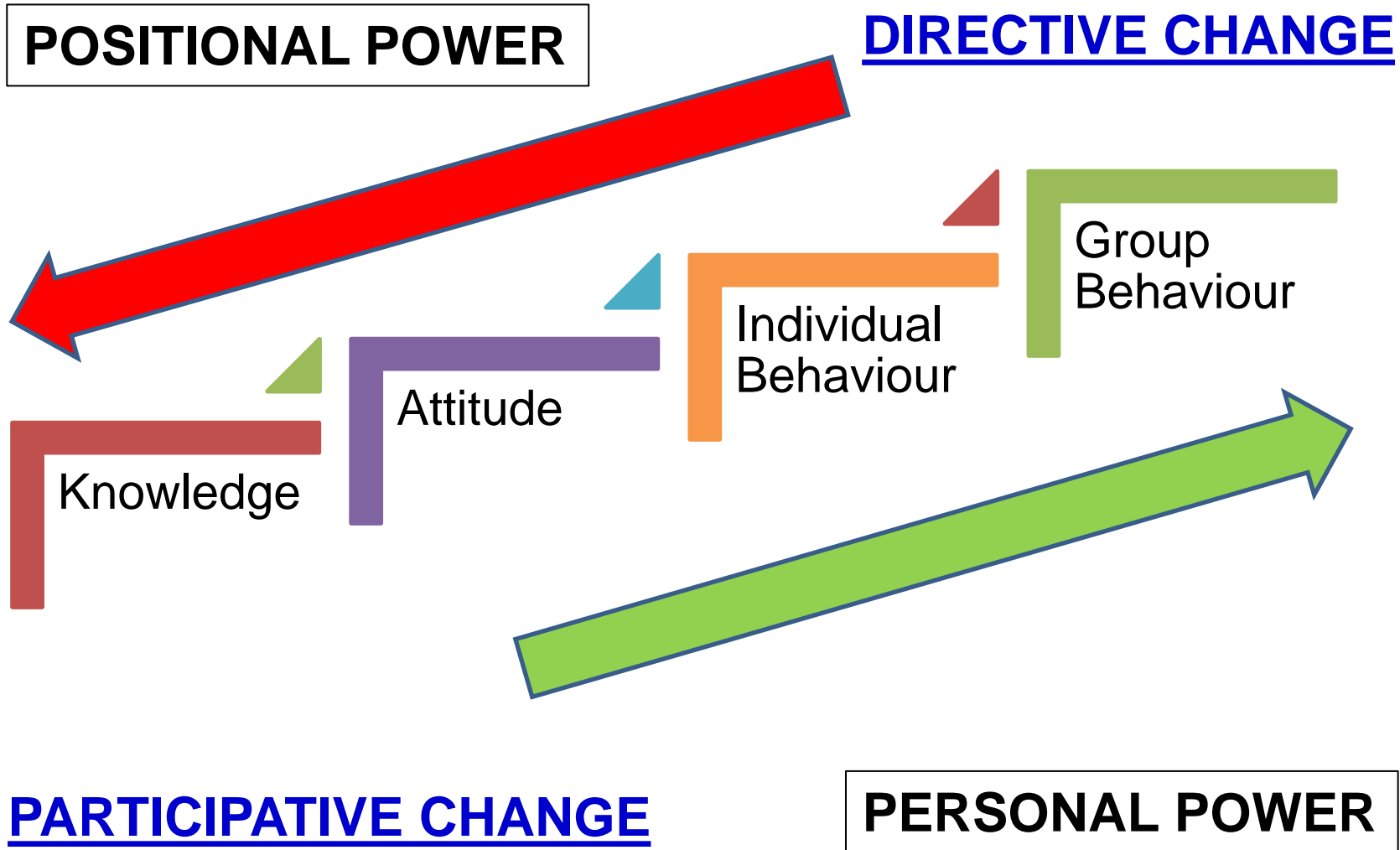
PRODUCING CHANGE

- **80 Percent Leadership.** **Establishing Direction, Aligning, Motivating and inspiring people**

- **20 Percent Management.** **Planning, Budgeting, Organizing and Problem solving**

Unfortunately, in most of the change efforts, these percentages are reversed

THE CHANGE CYCLES

POSITIONAL POWER

DIRECTIVE CHANGE

Group
Behaviour

Individual
Behaviour

Attitude

Knowledge

PARTICIPATIVE CHANGE
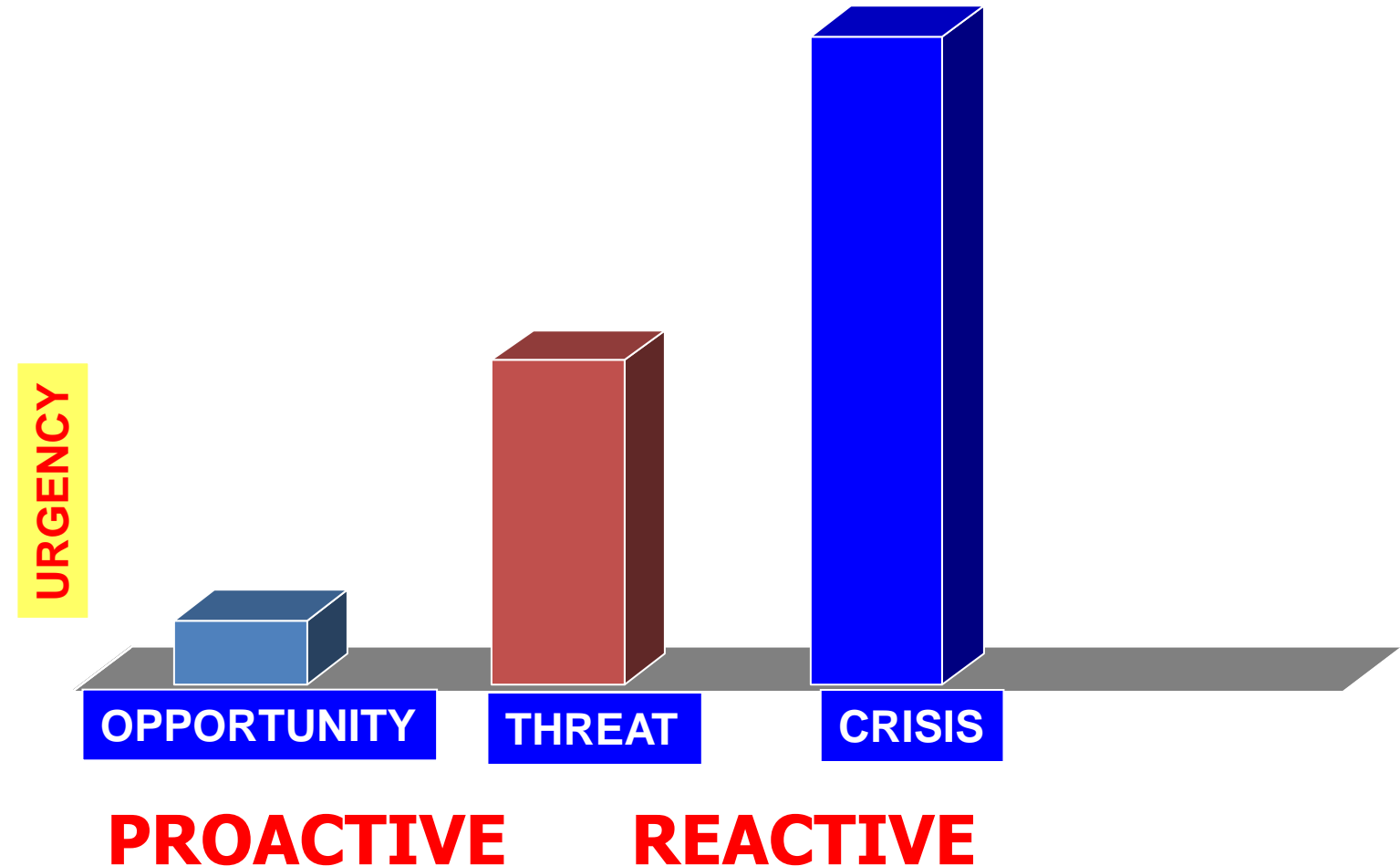
PERSONAL POWER

MANAGEMENT OF CHANGE : PROCESS

➤ **Triggers of change- Internal/external**

➤ **Understanding the nature of change**

➤ **Designing change**

➤ **Communicating change**

➤ **Implementing change**

➤ **Monitoring and assessing change**

TRIGGERS FOR CHANGE

- **EXTERNAL**

- **INTERNAL**

ADAPTION OF CHANGE

URGENCY

OPPORTUNITY   **THREAT**   **CRISIS**

PROACTIVE   **REACTIVE**

WHY CHANGE EFFORTS FAIL

- **Resistance to change**

- **Inadequate sponsorship**

- **Unrealistic expectations**

- **No change management plan**

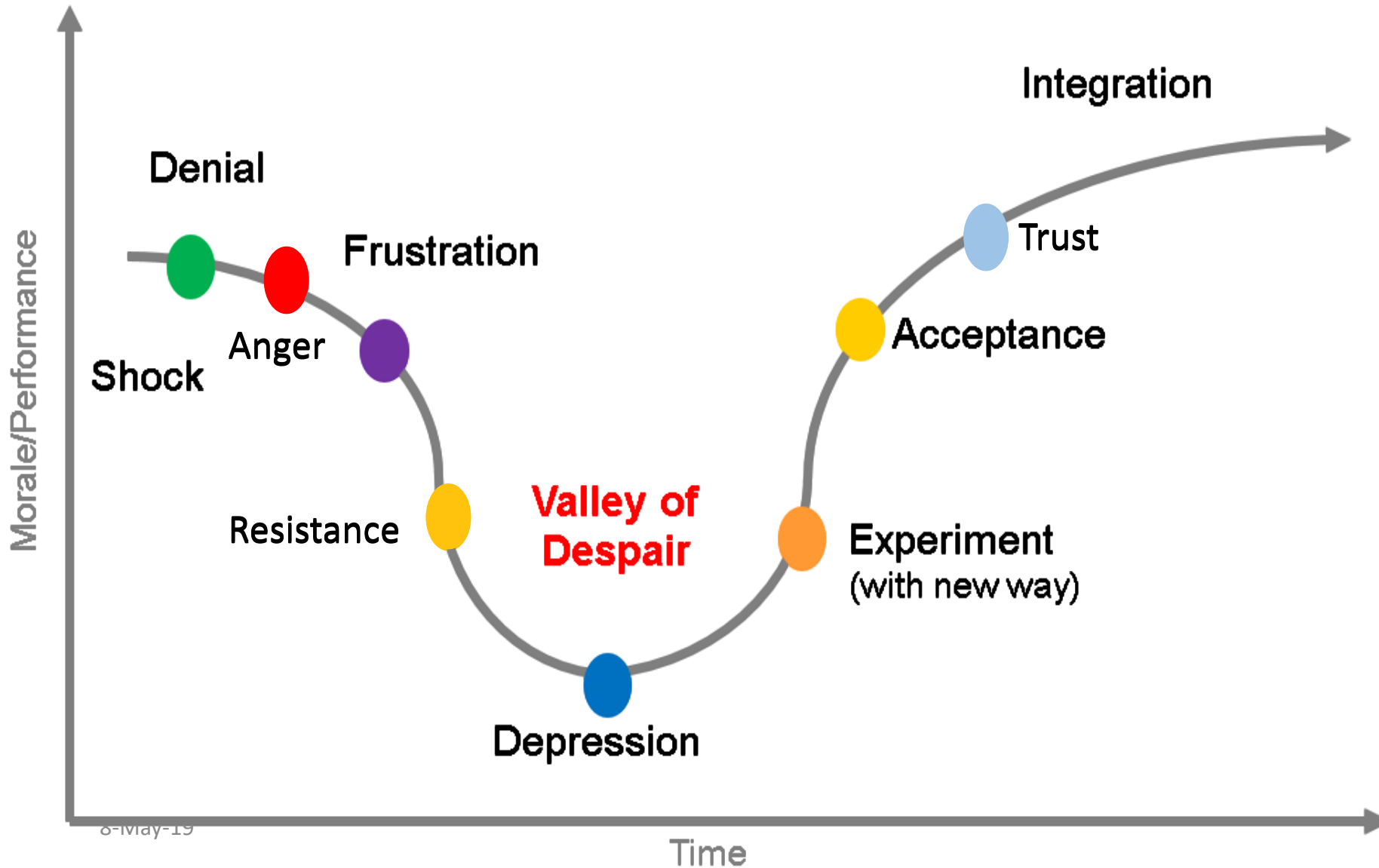# RESISTANCE TO CHANGE

- **What is in it for me?**

- **Don't understand the purpose – Why change?**

- **I wonder what all will happen? - Mechanics**

- **I don't think this will be successful – Consequences**

- **I just don't like changes – Low tolerance of change**
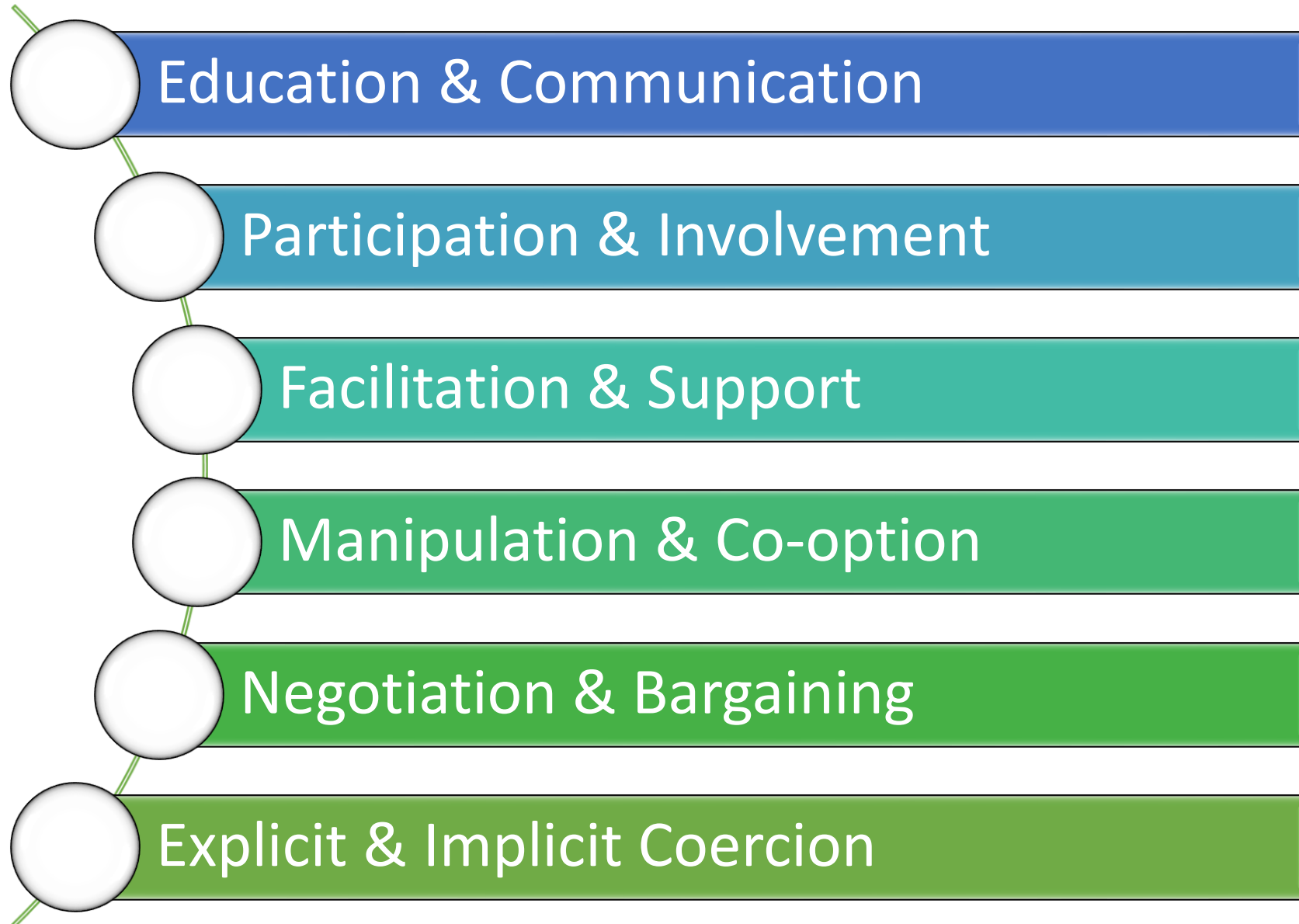
"People do not resist change per se –
only the uncertainties that change can bring"

Good Idea – But lets not change during my time!

REACTION TO CHANGE : PSYCHOLOGICAL STATE OF ORG MEMBERS

OVERCOMING RESISTANCE TO CHANGE

- Education & Communication
- Participation & Involvement
- Facilitation & Support
- Manipulation & Co-option
- Negotiation & Bargaining
- Explicit & Implicit Coercion

KURT LEWIN'S MODEL FOR MGT OF CHANGE

UNFREEZING

Identifying the need for Change

Increasing the driving forces to change

Reducing the resisting forces to change

CHANGE

Individual components

Group components

Task components

Structural Components

FREEZING

Reinforcing the newly learned behaviour

Finding links between organisational components

Maintaining links between organisational components

The Change Process

Unfreeze
- Identify resistance
- Create awareness
- 'Sell' proposed change

Preparing the desired change

Change
- Educate
- Communicate --> transfer ownership
- Implement
- Support

Implementing the desired change

Refreeze
- Reinforce
- Stabilise
- Solidify

Solidifying the desired change

8-May-19
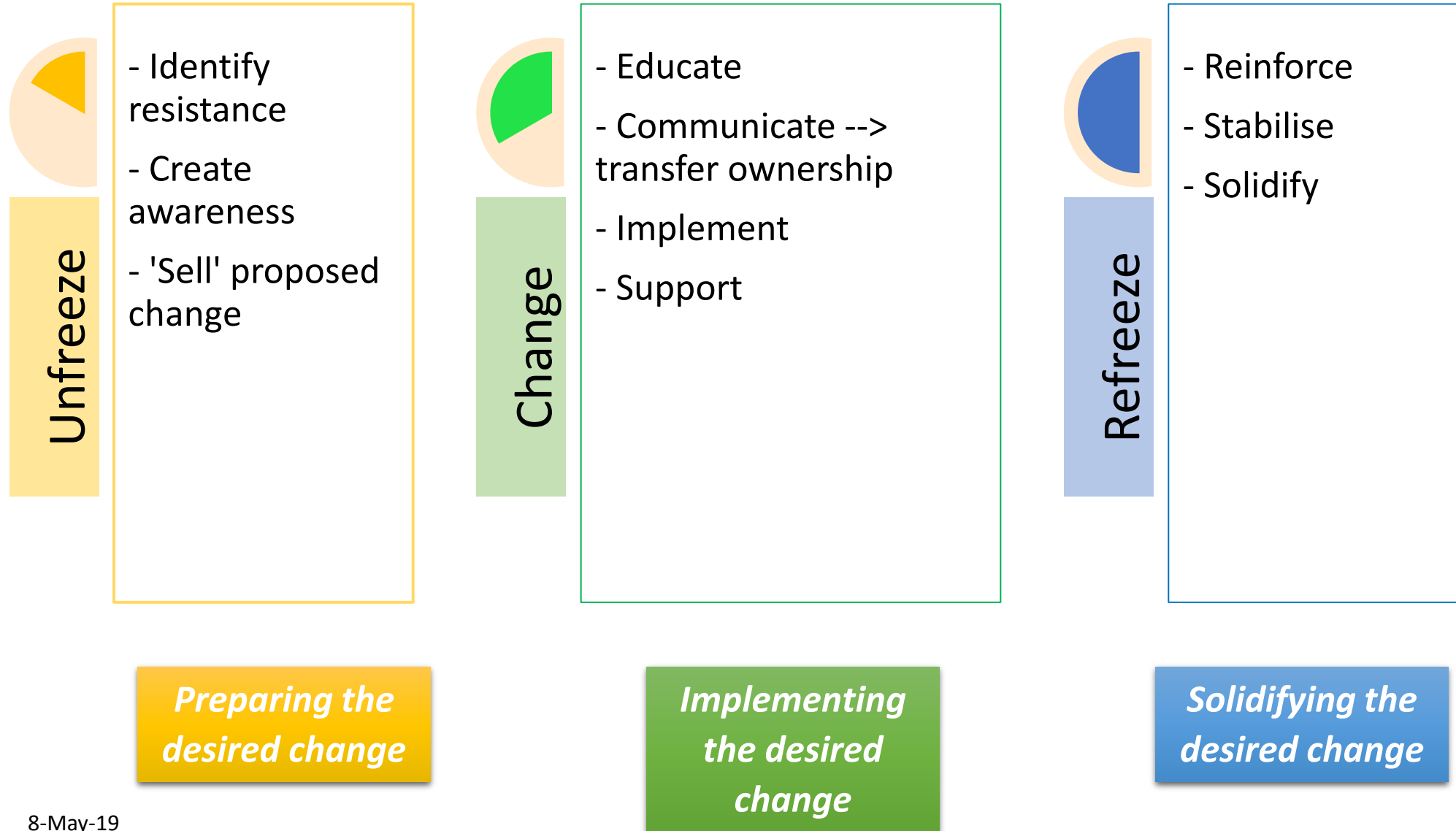
ORG LEARNING CURVE FOR CHANGE

EFFECTIVENESS

MANAGEMENT PRACTICE

NEW LEVEL

DECLINING EFFECTIVENESS

RESTRAINING FORCES

OLD LEVEL

IMPROVING EFFECTIVENESS

TIME AT WHICH CHANGE OCCURS

UNFREEZING

FREEZING

INEFFECTIVENESS

TIME
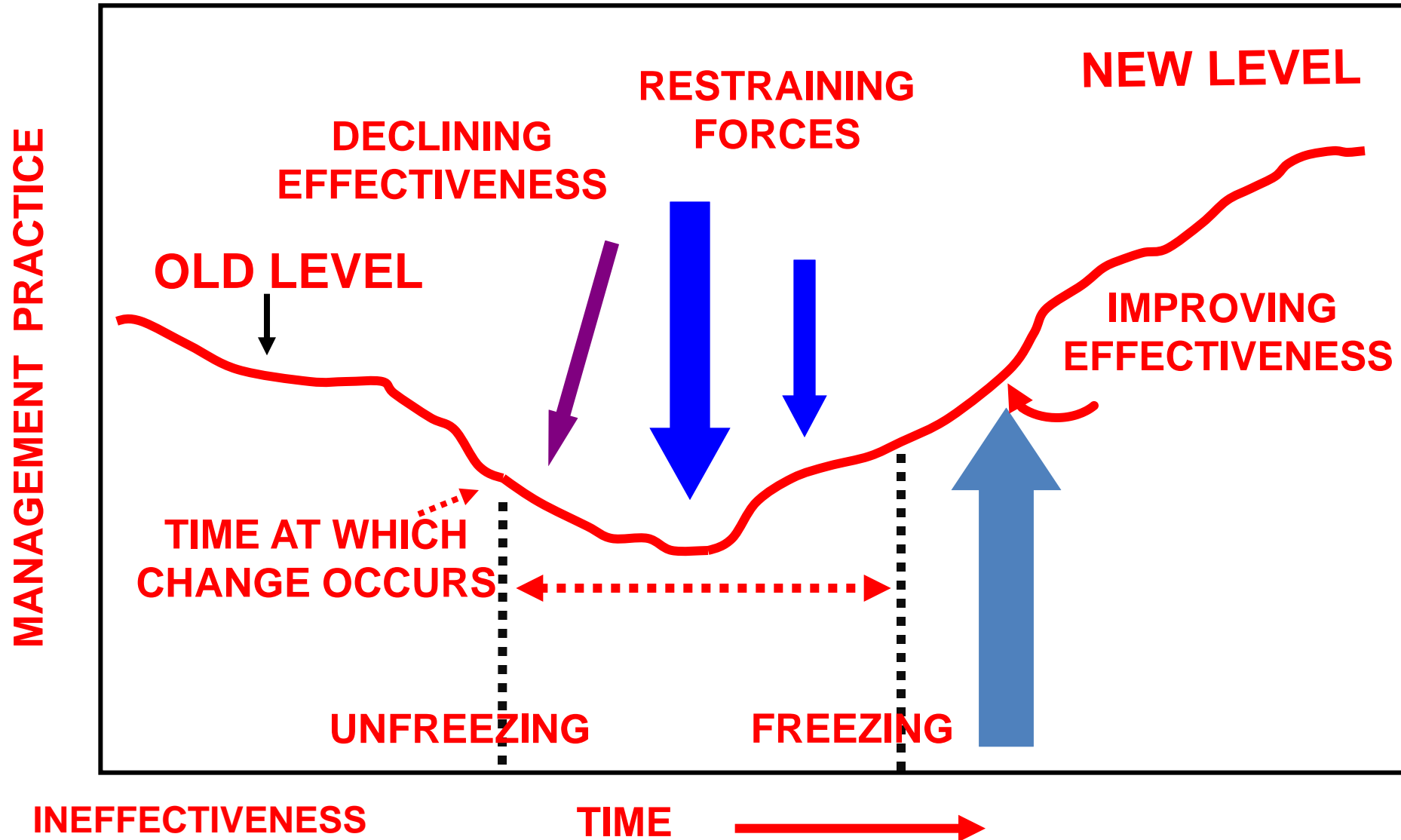
Leading Holistic Change

VISION	SKILLS	INCENTIVES	RESOURCES	ACTION PLAN	= EFF CHANGE
?	SKILLS	INCENTIVES	RESOURCES	ACTION PLAN	= CONFUSION
VISION	?	INCENTIVES	RESOURCES	ACTION PLAN	= ANXIETY
VISION	SKILLS	?	RESOURCES	ACTION PLAN	= GRADUAL CHANGE
VISION	SKILLS	INCENTIVES	?	ACTION PLAN	= FRUSTRATION
VISION	SKILLS	INCENTIVES	RESOURCES	?	= FALSE STARTS

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- Aitareya Upanishad

CHANGE IS HARD AT FIRST, MESSY IN THE MIDDLE AND GORGEOUS AT THE END

ROBIN SHARMA

Thank You