Study of Approaches of Change Management for Achievement of Organization Effectiveness

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Abstract

The main objective of this paper is to analyze organizational change management as a method or a technique to achieve organizational effectiveness. And the main objective is to determine the strategic change approaches that may influence organizational effectiveness. These approaches have been tried to fit to employ an exploratory research approach in this study. The method intends to rely heavily on secondary data as well as some factual documents. Thus, some literatures and documents relevant to the problem under study were exhaustively reviewed in order to provide a well- round theoretical foundation upon which the recommendations were made. Empirical research should be done to review the extent to which organizations have developed an supple system that can continuously reinvent itself, and the strategic approach that may influence organizational effectiveness.

Key words: Change Management, Organizational Change, change theories, transformational change and organizational effectiveness.

Introduction

Change is the ultimate truth of today and organizational leaders who anticipate change and react rapidly and responsibly, they are successful. Other organizations are followers that adapt to change. Still others are the organizations that do not survive.

There are many models that can be used for successful organizational change. Winners respond to the pace and complexity of change. They adapt, learn and act quickly. Losers try to control and master change in the environment. It is very important that organizational leaders must identify a model used for transformation that will help them to make their organizations survive and flourish in the future. This article discusses and compares the components of various change models that have been (and can be) used to react to and/or lead change.

When the time of organizational change comes, there should be more attention on the organization in terms of structure, processes, tools, measurements, policies, and procedures.

However, for the transition to be successful, people need to "buy in" and be committed. Their individual interests, values, and competencies must be effectively aligned with the organization's vision, culture, and capabilities. The objective of this paper is change management which can be used as a strategic approach for organizational effectiveness. In the perspective Calver defined change management as, "the approach to plan, design, implement, manage, measure, and sustain changes in business processes and work." Change is said to be the only permanent situation in life but, surprisingly, it is one decision that management finds difficult to make and implement—and when a change is made, it is often one of the most resisted decisions by employees. However, change is expected; therefore, if one want to be effective, management must foresee and prepare for it. Unforeseen environmental changes in the form of global competition, startling break-through in technology, cultural diversity, group dynamism, unwholesome competition, the emergence of knowledge and

empowered workforce, work autonomy are exerting pressure on managers to find innovative ways for managing the future of their organization.

In the current climate where there is a lot of economic pressure and many political priorities are getting evolved, organizational change within public and private bodies is becoming an increasing priority. Although, change is a compound process having negative as well as positive outcomes but it is worth looking at the available evidence so that the process is conducted as efficiently and effectively as possible, according to Matt .B and Naomi .S. In a recent time of rapid technological development where there is a growing knowledge workforce and the changing of accepted work practices, change is becoming an ever- present feature of organizational life. However, while many organizations understand the need for change, as many as at least 70% of the change programs do not achieve their intended outcomes. An organization which has a high spirit of performance give emphasis to achievement and excellence. Its culture is results – oriented and its management pursues policies and practices that inspire people to do their best to bring about effectiveness.

Review of Literature

Sarah and Wu (2013) in their research work have observed that a organizational change should be led by a change agent to enhance the overall performance of the organization.

Organizational change is the movement of an organization from the existing position towards a desired future state in order to increase organizational efficiency and effectiveness.

According to Robbins and Coulter (1999), if it weren't for change, the manager's job would be relatively easy; planning would be simple because tomorrow would be no different from today; the issue of effective organizational design would also be solved because the environment is free from uncertainties.

The research work done by Ezekiel Oseni, (2007) states that change management can be defined as the process of planning, organizing, coordinating and controlling the compositions of the environment, internal and external, to ensure that the process changes are implemented according to approved plans and the overall objectives of introducing the changes are achieved with as little disruption as possible. It may be impossible to effect change without any inconvenience to the existing processes and processors. In effect, change management is intended to prevent disruptions and any other deliberate or inadvertent acts that would frustrate the process change, and to resolve any disruptions and their causes promptly. In the context of change, T.O Palmer (2004), cited in Justin M. O.G etal (2013) is simply an alteration of an existing state or condition. According to him, change in itself is neither good nor bad; it is merely an observed difference between a past and a present. According to Issa Abdulraheem, Chima Mordi, Yinka Ojo, and Hakeem Ajonbadi (2013), Therefore, discussion on change has many facets although most of these classifications are interwoven and related. Change can be viewed in terms of speed, quantity of service, quality of service or the type of organisation where change is experienced.

Morgan and Sturdy (2000) classified approaches to change into three: managerial, political and social. Their classifications are very useful in understanding organisational change. Kyriakidou (2011) argues that 'this variation has created a theoretical pluralism that has provided a more comprehensive understanding of organisational life and has uncovered novel ways to explain some organisational change processes. The strategic approach of organizational effectiveness proposes that an effective organisation is one that satisfies the demands of those constituencies in its environment from whom it requires support for its continued existence.

According to Tricia S. Cabrey, Amy Haughey and Terry Cooke-Davies, (2014). These strategic initiatives are formulated as a direct response to a change in the business environment. Strategic initiatives—projects and programs—by their very nature drive change in an organization. Robert Kaplan and David Norton (2014), define strategic initiatives as "collections of finite-duration discretionary projects and programs, outside of the organization's

day-to-day operational activities, that are designed to help the organization achieve its targeted performance."

Maryam T. Abbah, (2014) "An organization is effective to the degree to which it achieves its goals. An effective organization will make sure that there is a spirit of cooperation and sense of commitment and satisfaction within the sphere of it influence". In order to make employee satisfied and committed to their jobs, there is need for strong and effective motivation at various levels in an organization.

Theoretical Review

The main change theories are Lewin's Three-Step Change Theory, Lippitt's Phases of Change Theory, ADKAR Model, The Burke-Litwin Model of Organizational Change and The 7–S Model. and some of the most widely recognized are briefly summarized in this paper. The theories serve as a testimony to the fact that change is a real phenomenon. There are various phases to its analysis and observation. The theories have been devised to answer the question, "what are the ways through which change can happen successfully?" It is an effective tool for planning change management activities, diagnosing gaps, developing corrective action, and supporting managers and supervisors. The theory of change defines the building blocks required to achieve long-term goals. There are many theories on how to conduct change. Many of these theories originate from leadership and change management guru, John P. Kotter . Nevertheless, according to Entrepreneur magazine, all process models are derived from the model of organizational change by Kurt P. Lewin.

For the purpose of this work, the 7 –S Model will be adopted because this model is a useful way to look at the many interrelated aspects of a complex organization and it's a great way to help managers understand their organization and leverage it to maximum efficiency and profitability. It was developed by Tom Peters and Robert Waterman.

Lewin's Three-Step Change Theory

Kurt Lewin (1951) introduced the three-step change model. His model, which still holds true even today, is known as Unfreeze–Change–Refreeze and refers to the three-stage process of change. According to this social scientist views behavior is a dynamic balance of forces which work in opposing directions. Restraining forces stop change because they push employees in the opposite direction. Therefore, these forces must be analyzed and Lewin's three-step model may provide a great support in shifting the balance in the direction of the planned change. He described organizational change using the analogy of the changing shape of a block of ice. According to Lewin, the first step to change the behaviour is to unfreeze i.e. to change the existing situation or status quo. The status quo is the equilibrium state. Unfreezing is a necessary phase to remove the strains of individual resistance and group conformity. Following are the ways to achieve this phase: First, increment in the driving forces that move behavior away from the existing situation or status quo. Second, decrease the restraining forces that negatively affect the movement from the existing equilibrium. Third, find a combination of the two methods listed above. Some activities that can assist in the unfreezing step include:

- Motivate participants to be a part of the change,
- Building trust and recognition for the need to change,
- Active participation is needed in recognizing problems and brainstorming solutions within a group.

Movement is the second phase in the process of changing behavior. In this step, it is necessary to move the target system to a new level of equilibrium. Three actions that are needed in this movement step is that to persuade employees to agree that the status quo is not beneficial to them and encouraging them to be a part of the change and looking towards the problem from a fresh perspective, work together on an expedition for new, relevant information, and connect the views of the group to well- respected, powerful leaders that also support the change.

Refreezing is the third step of Lewin's three-step change model. This step has to be taken after the change has been implemented in order for it to be sustained or "stick" over time. There is a possibility that the change will be for a shorter period of time and the employees will revert to their old equilibrium (behaviors) if this step is not taken. It is the actual integration of the new values into the community values and traditions. The objective of refreezing is to stabilize the new equilibrium which is the result of the change by balancing both the driving and restraining forces. One action that can be used to implement Lewin's third step is to reinforce new patterns and institutionalize them through formal and informal mechanisms including policies and procedures. Thus, this model describes the effects of forces that either promote or stop change. Specifically, driving forces promote change while restraining forces oppose change.

Lippitt's Phases of Change Theory

Lippitt, Watson, and Westley created a seven-step theory that focuses more on the role and responsibility of the change agent than on the evolution of the change itself. Information is continuously exchanged throughout the process. The seven steps are;

1. Diagnose the problem.
2. Assess the motivation and capacity for change.
3. Assess the resources and motivation of the change agent. This includes the change agent's commitment to change, power, and stamina.
4. Choose progressive change objects. In this step, action plans are developed and strategies are established.
5. The role of the change agents should be selected so that expectations are clear. Examples of roles are clearly understood by all parties cheerleader, facilitator, and expert.
6. Maintain the change. Communication, feedback, and group coordination are essential elements in this step of the change process.
7. Gradually terminate from the helping relationship. The change agent should gradually withdraw from their role over time. This will occur when the change becomes part of the organizational culture.

ADKAR Model

Managing organizational change starts with understanding how to manage change with a single

person. Among the tools available to drive individual change, the ADKAR model developed by Prosci, the world leader in change management research and content creation, is commonly used.

ADKAR stands for Awareness, Desire, Knowledge, Ability, and Reinforcement. In principle, to make a change successfully an individual needs:

- Awareness of the need for change
- Desire to participate and support the change
- Knowledge on how to change
- Ability to implement required skills and behaviors and
- Reinforcement to sustain the change.

ADKAR gives a scenario for bringing successful change at the individual level and outlines the goals or outcomes of successful change.

The Burke-Litwin Model Of Organizational Change

In 1992, Burke, W and .Litwin, G, published a high level change process theory, in which certain elements cause changes of other elements. The Burke-Litwin change model revolves defining and establishing a cause-and-effect relationship between 12 organizational dimensions that are key to organizational change.
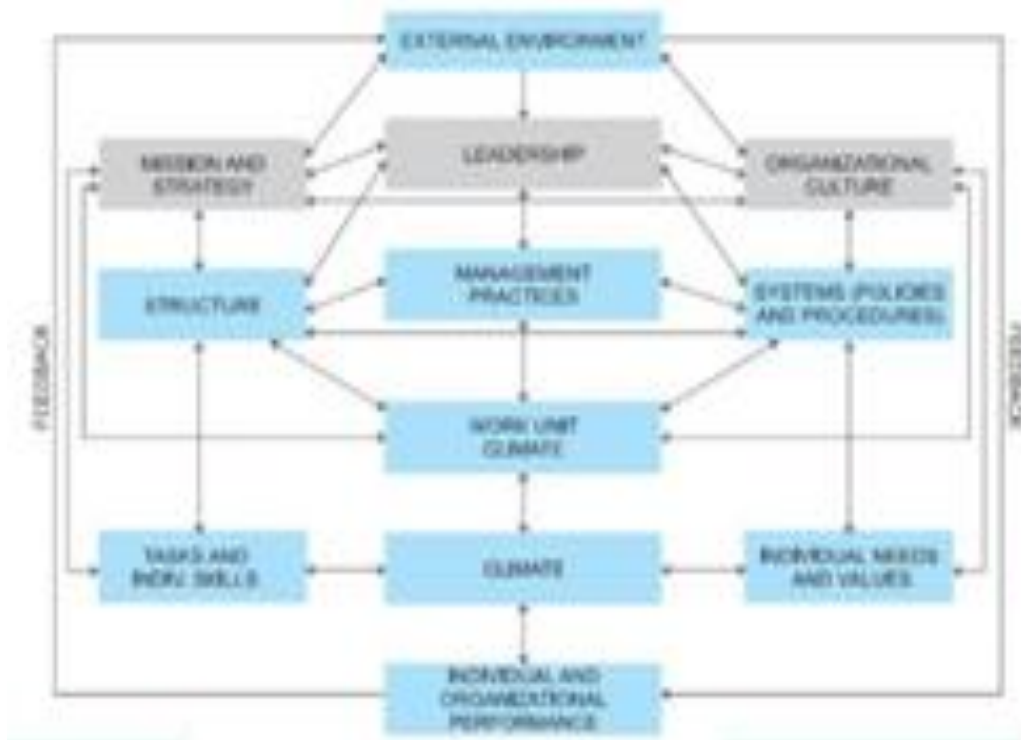
Figure 1: Burke- Litwin Model of Organizational Change

This model, by establishing links between performance and the internal and external factors which affect performance, tried to bring a change in the performance of a team or an organization. This change model is based on the assessment of the organizational as well as environmental factors which can be twisted so that a successful change can take place. Moreover, Burke and Litwin differentiated transformational factors and transactional factors. Transformational change happens in response to the external environment, which directly affects the mission, strategy, leadership and culture of the organization. Therefore, structure, systems, management practices and work climate affect the transactional factors. Both transformational and transactional factors together affect motivation, which in turn affect performance. There is an important role of feedback too because the organizational performance can directly affect the external environment.

The 7 –S Model

The 7-S Model has been originated from, 'The Art Of Japanese Management', written by Richard Pascale Tanner & Anthony Athos during 1980s. Over the years it has become a widely accepted tool for understanding how a high performing organization must be managed.

Figure 2: The 7- S Model

The 7-S-Model is also known as McKinsey 7-S model because Tom Peters and Robert Waterman, were consultants at McKinsey & Co at that time. The basic foundation of the model is that there are seven internal aspects of an organization which need to be aligned if it is to be successful and these are the key elements of an organization if one want to understand its effectiveness. They are: Strategy, Structure, Systems, Shared Values, Style, Staff, and Skills. Peters and Waterman in their study observed that managers are getting more done if they pay attention with seven S's instead of just two (the hardware criteria), and real change in large institutions is a function of how management understand and handle the complexities of the 7-S Model. Peters and Waterman also put the fact in front of professionals that soft is hard meaning that it is the software criteria of the model which often get overlooked and it should have the highest focus when go on board on the journey to excellence.

Change management and Organizational Effectiveness

According to Ezekiel Oseni, (2007) in his work on Change management in process change, he concludes that Change can be costly, financially and otherwise, but it can also be very rewarding

if it is carefully thought out and implemented. However,

1. Since a great deal of financial and human resources are required to effect some process changes, quality plans are required to ensure that the new process is implemented, clogs in the wheels are promptly identified and feasible solutions are derived.

2. It is the responsibility of top management to ensure a successful process change. To maximize success, management must be well equipped to manage the environment (employees, customers, suppliers, competitors and other stakeholders) affected directly or indirectly by the process change. Cabrey, Haughey and Terry, (2014) in their research work has observed that change management is an essential organizational capability that flows across and throughout portfolio, program and project management. Through programs and projects all strategic change in organizations is delivered, and successful organizations bring change successfully by managing their projects and programs. According to Maureen .M, (2008) in the study on Senior Leadership's Role in the Change Process. Opined that "Every behavior is motivated by need. Change – any change – may be perceived as disruptive and potentially dangerous as the status quo becomes unstable." The role of leaders and managers in a changing environment is critical to the overall success of the implemented change.It is also important that the change consider the impact on employees and culture while aligning with the organization's vision, mission, and values.

Change is a truth of life in today's organizational structure and if managed in an appropriate manner, it can be a positive and successful experience. Austin and Isaac Z (2012) in their study on Organizational Development revealed that change management is a great phenomenon that increases the performance of the industrial organizations and that if industrial organizations are given more attention, then it is possible that the definitely will have a good standard. It is hence recommended that the management should encourage change in the industrial organizations and that industrial organizations are better off with innovative process on products and procedures of production.

CONCLUSION AND RECOMENDATIONS

All organizations go through change. Some organizations proactively opt to change to take advantage of new growth and opportunities; other organizations are forced to quickly change to survive and remain competitive. Commitment is an ultimate requirement if an organization wants be that one which it want to be in future. Empirical research should be conducted to assess the extent to which organizations have developed an supple system that can continuously reinvent itself, and the strategic approach that may influence organizational effectiveness. Organizations nowadays need not just a model that supports an organization in

moving from the current state to a future state. The management should support the change process in the industrial organizations. The industrial organizations are better of with innovative process on products and procedures of production. An effective change management process can't be an afterthought. Indeed, it requires a comprehensive effort involving all levels of the organization, driven by top management. In order to succeed and thrive in today's rapid-paced and tumultuous market, organizations need an agile workforce that can effectively respond to, adapt to and perform under these conditions.

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