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# ORGANIZATIONAL CHANGE MODELS

# ORGANISATIONAL CHANGE

- Lewin's Change Management Model.
- McKinsey 7-S Model.
- Kotter's 8 Step Change Model.

# LEWIN'S CHANGE MANAGEMENT MODEL

- This change management model was created in the 1950s by psychologist Kurt Lewin.
- Lewin noted that the majority of people tend to prefer and operate within certain zones of safety.



“Learning is more effective when it is an active rather than a passive process” - Kurt Lewin

# THREE STAGE OF CHANGES

- Unfreeze stage
- Transition stage
- Refreeze stage

# UNFREEZE STAGE

Most people make an active effort to resist change. In order to overcome this tendency, a period of thawing or unfreezing must be initiated through motivation.

- Establish a sense of urgency.
- Create the guiding coalition.
- Develop a vision and strategy.
- Communicate the change vision.
- Encourage the replacements of old behaviors and attitudes with new behaviors.



# TRANSITION STAGE

- Once change is initiated, the company moves into a transition period, which may last for some time.
- Adequate leadership and reassurance is necessary for the process to be successful.
- Empower Broad Based Action.
- Generate short term wins.
- Consolidate gains and make more change.



# REFREEZE STAGE

- After change has been accepted and successfully implemented, the company becomes stable again, and staff refreezes as they operate under the new guidelines.
- Leaders integrate the changed behavior into the normal way of doing things.
- Coaching and modeling help reinforce the stability of change.

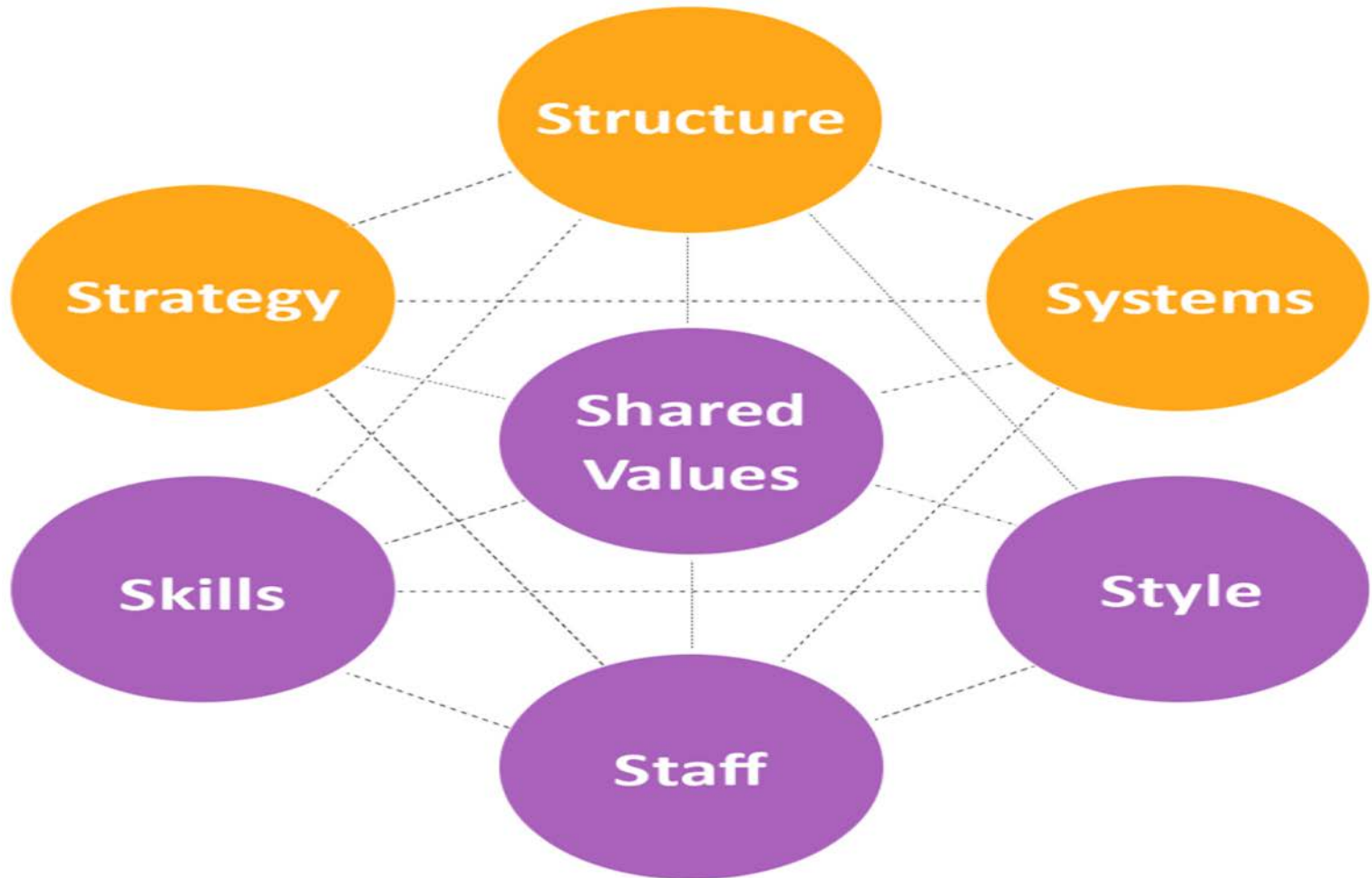


refreeze

# MCKINSEY 7-S MODEL.

- ✓ The McKinsey 7-S model offers a holistic approach to organization.
- This model, created by Robert Waterman, Tom Peters, Richard Pascale, and Anthony Athos during a meeting in 1978,
- It has 7 factors that operate as collective agent of change.

# The McKinsey 7-S Framework



ACCIPIO

## ➤ STRUCTURE :

*The way in which activities are managed. A matrix or hierarchy diagram will often be used to represent how responsibility is distributed.*



# ➤ SYSTEMS :

Processes that have been put in place.



➤ **STYLE** : This is the way things are done within the organization. It may not be written down, but due to traditions and culture certain behavior are repeated throughout many organizations.



➤ **STAFF** : This is not just the people within the organization, but also their characteristics and how they are developed.



➤ **SKILLS** : The competencies and capabilities of the organization and its people.



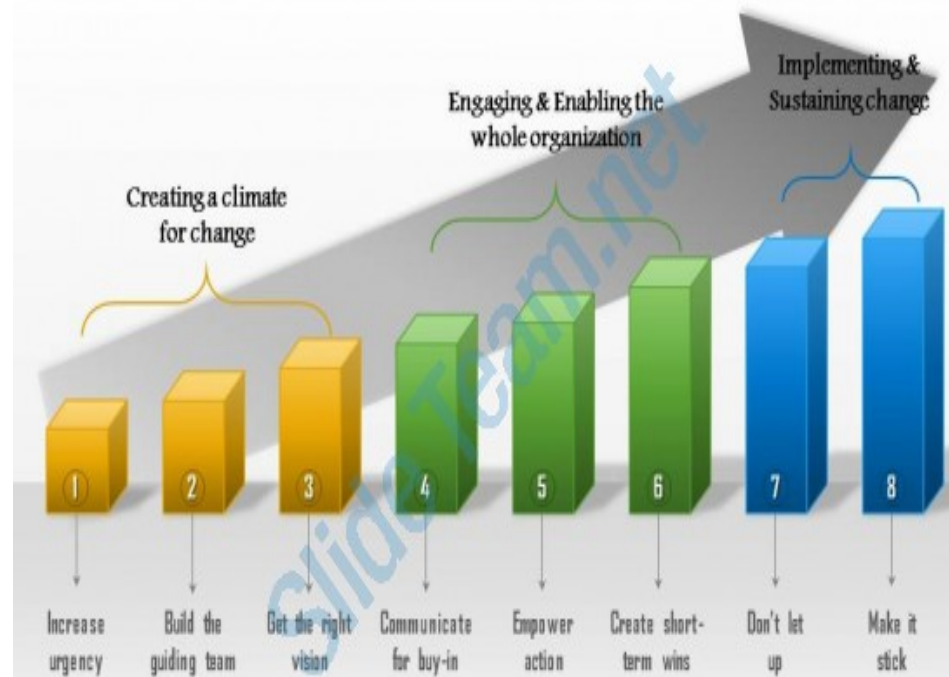
➤ **STRATEGY** : The organization's plan for how to achieve their objectives. Strategies are set and distributed throughout the organization, however they also respond to external factors.





- This model, created by Harvard University Professor John Kotter, causes change to become a campaign. Employees buy into the change after leaders convince them of the urgent need for change to occur.

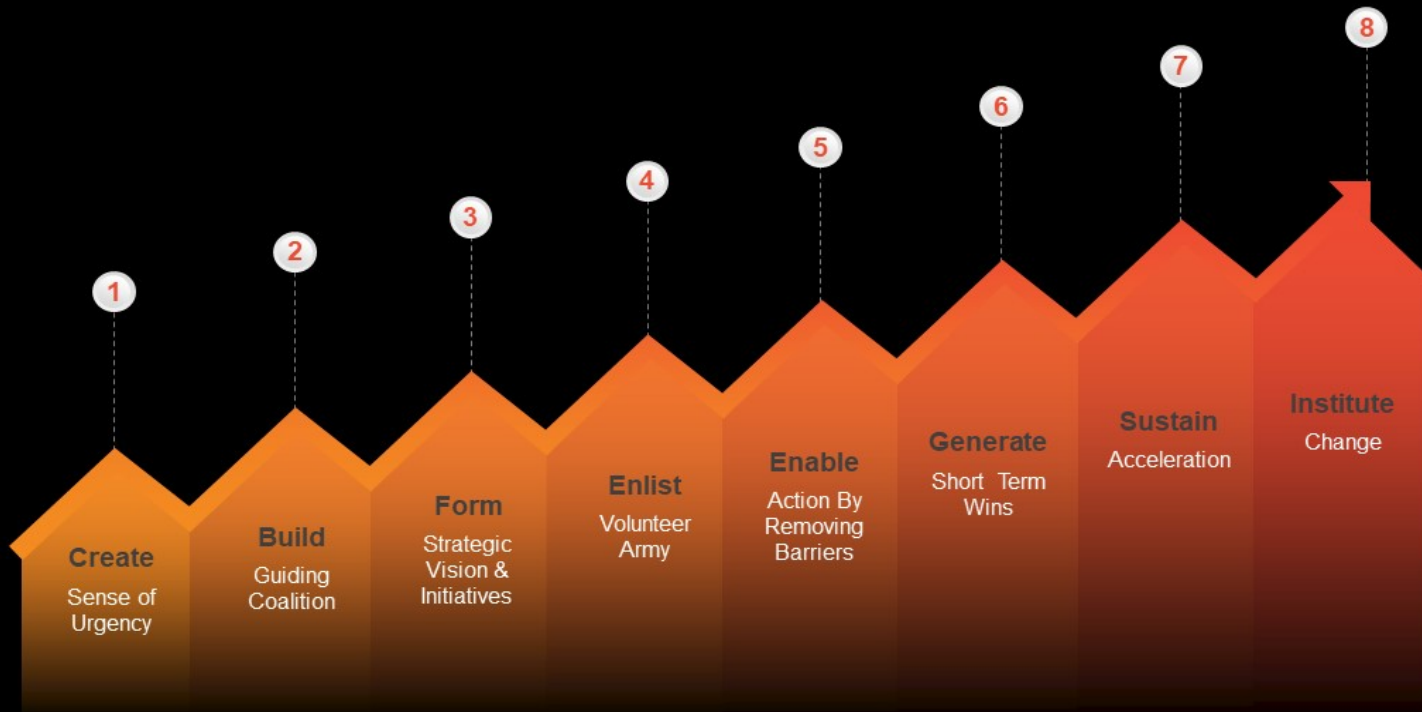
## Kotter Change Management Model



# KOTTER'S 8 STEP CHANGE MODEL

Business Model

## KOTTER'S 8 STEP CHANGE MODEL



# KOTTER'S EIGHT STEP MODEL

INCREASE THE URGENCY FOR CHANGE.

BUILD A TEAM DEDICATED TO CHANGE.

CREATE THE VISION FOR CHANGE.

COMMUNICATE THE NEED FOR CHANGE.

EMPOWER STAFF WITH THE ABILITY TO CHANGE.

CREATE SHORT TERM GOALS.

STAY PERSISTENT.

MAKE THE CHANGE PERMANENT



# **TRANSITION MANAGEMENT**

# MEANING OF TRANSITION MANAGEMENT

- Transition Management is one of the most important roles in any organization that performs outsourcing or off-shoring.
- Transition management is the process of migrating knowledge, systems, and operating capabilities between an outsourcing environment to an in-house staff or vice versa.

# COMPONENTS OF TRANSITION MANAGEMENT



- **ENDINGS**



- **TRANSITIONS**



- **NEW BEGINNINGS**

# PROCESS OF TRANSITION MANAGEMENT

- The process of transition management begins much before the actual change occurs and the members of the senior management play the role of transition managers who support the change agent in the overall process of change.

- **Buchanan & Mc Calman (1989)** proposed a framework on 'Perpetual Transition Management', which provides crucial insights regarding what triggers organizational change and also the response of the organizations towards the change.
- The model proposes four key layers and the interlocking management processes which bring change in an organization.

**TRIGGER LAYER**

**VISION LAYER**

**CONVERSION LAYER**

**MAINTENANCE & RENEWAL**

- **Trigger Layer:** This layer is concerned with the need identification and also the avenues for change are created deliberately and introduced as opportunities instead of threats or any crisis.
- **Vision Layer:** This layer involves articulation of the futuristic vision of the organization and communicating this effectively in terms of the directional strategies and the road map of action for the organization.

- **Conversion Layer:** Mobilising support for the realization of vision can be the most efficient approach for handling the triggers of change.
- **Maintenance & Renewal:** This involves bringing reforms or change in the values, attitudes and behaviours for realizing the sustained advantages of change.

# THE PERCEPTUAL TRANSITION MODEL

THEORY

PRACTICES

Interlocking Processes

Trigger layer	Opportunity, threat, crisis. Clarify, express, communicate
Vision layer	Define the future (including structure) Challenges, excitement, innovation
Conversion layer	Persuade, recruit disciples Detail the structure
Maintenance and renewal layer	Sustain and enhance belief Reinforce and justify Regression avoidance (ritual)

# TRANSITION METHODOLOGY

- **DISCOVERY AND ASSESSMENT**
- **PROJECT PREPARATION**
- **SOLUTION DESIGN AND PLANNING**
- **TRANSITION EXECUTION**
- **TESTING & PILOT**
- **STEADY STATE TURNOVER/IMPLEMENTATION**

# INTERVENTION STRATEGY MODEL



# MEANING:

- These are sets of structured activities in which the organisation engages in a task or a sequence of tasks with the goal of organisational improvement and individual development by introducing change plans.

# WHY WE NEED IT?



# NEED FOR THE MODEL:

- 1. When organisation has a problem-correcting the “wrong” and “Fixing” it.
- 2. To achieve the unrealized opportunity.
- 3. To align the activities of the organisation-get things back “in sync”.
- 4. To achieve the new vision-building of structure , processes and culture to achieve it.

**WHAT IS IT'S NATURE?**



# NATURE OF THE MODEL:

- It addresses a wide range of problems.
- These change actions are done in addition or instead of a normal activities.
- These interventions have different dynamics.
- The intervention activities are closely related to achieving goals.

# INTERVENTIONS BASED ON TARGET GROUP



## SEGMENT TO BE CHANGED

- INDIVIDUALS



## INTERVENTIONS DESIGNED

- LIFE AND CARRER PLANNING ACTIVITIES
- EDUCATION AND TRAINING ACTIVITIES
- WORK REDESIGN
- BEHAVIOUR MODELING



## SEGMENT TO BE CHANGED

- TEAMS AND GROUPS

## INTERVENTION DESIGNS

- "STARTUP" TEAM BUILDING ACTIVITIES
- QUALITY OF WORK LIFE PROGRAMS
- VISIONING
- SELF MANAGING TEAM ACTIVITIES

# SEGMENT TO BE CHANGED

- INTERGROUP RELATIONS



# INTERVENTION DESIGN

- PARTNERING
- PROCESS CONSULTATION ACTIVITIES
- SURVEY FEEDBACK
- THIRD PARTY PEACE MAKING AT GROUP LEVEL

## SEGMENT TO BE CHANGED

- TOTAL ORGANISATION



## INTERVENTION DESIGN

- STRATEGIC PLANNING
- SURVEY FEEDBACK
- LARGE SCALE SYSTEM CHANGE
- CULTURAL ANALYSIS

# DESIGNING AND EVALUATING THE INTERVENTIONS:

THE KEY QUESTIONS ARE:

- What are we trying to accomplish?
- What parts of the organisation are ready and receptive to the change program?
- What interventions will help us get there?
- What is the timing and sequencing of the intervention?
- What are the key leverage points?

# POINTS TO BE CONSIDERED DURING INTERVENTION:

- **Structure the activity**
  - to include the relevant people.
  - to check whether problem oriented or opportunity oriented.
  - To set the goal and the way to attain the goal.
  - Ensure high probability of success.
  - Contains both experienced learning and conceptual learning.

- **structure the activity**

- So that the participants learn both how to solve a particular problem and “learn how to learn”
- So that individuals are “freed up” rather than anxious or defensive.
- So that individuals are engaged as whole persons, not segmented persons.



# EVALUATION OF OD INTERVENTION:

- Evaluation represents assessing the effects of the program and it addresses the following questions:
  - Was it successful?
  - What changes occurred?
  - Are we satisfied with the results?



# TOTAL CHANGE MANAGEMENT MODEL



# TWO SIDES OF CHANGE

TECHNICAL SIDE  
OF CHANGE



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HUMAN SIDE  
OF CHANGE



# NEED FOR CHANGE

- Processes
- Culture
- Things should be better
- Continuous improvement
- New technology
- Restructuring

# PHASES OF CHANGE

**PHASE I** : ASSESS FOR CHANGE

**PHASE II** : PREPARE FOR CHANGE

**PHASE III** : PLAN FOR CHANGE

**PHASE IV** : IMPLEMENT THE CHANGE

**PHASE V** : SUSTAINING THE CHANGE

# HOW TO INTRODUCE THE CHANGE

- Build trust.
- Build a compelling and logical case for change.
- Match actions and words.
- Involve everyone.
- Communicate a sense of confidence.
- Repeat the main message.

# CHANGE MANAGEMENT

- MOTIVATING CHANGE
- CREATING VISION OF CHANGE
- DEVELOPING POLITICAL SUPPORT
- MANAGING THE TRANSITION OF CHANGE
- SUSTAINING MOMENTUM

# MOTIVATING CHANGE

- Convince about the need for change.
- Reveal discrepancies between current and desired situations.
- Convey credible positive expectations for change.

# CREATING VISION OF CHANGE

- Value the outcomes.
- Desired future state.



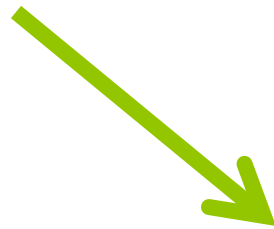
# DEVELOPING SUPPORT

- Assessing change agent power.
- Identifying key stakeholders.
- Influencing stakeholders.



# MANAGING THE TRANSITION OF CHANGE

CURRENT STATE



DESIRED  
FUTURE STATE



TRANSITION STATE

- Activity planning
- Change Management Team

# SUSTAINING MOMENTUM

- Providing resource for change.
- Building a support system for change agents.
- Developing new competencies and skills.
- Reinforcing new behaviors.
- Staying the course.