

## STRATEGIES OF CHANGE MANAGEMENT

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### ABSTRACT

Change management is a common concept in organizations. It plays a significant role in making a business productive. Many employees tend to resist changes in organizations as they might not be ready to accept new things that are unfamiliar and stressful. Employees are comfortable in working in their present work environment. They do not want to affect their work schedules at any circumstances. The changes and modifications in any company make employees adjust to their new principles, policies, processes, systems and many other things. So, the changes should be managed properly by the management of the companies. There are some change management models and strategies that are implemented within the company to make the change effective. These models are Krut Lewin's model and Kotter's model and these two models are extremely popular and they are used by many organizations. There are mainly three phases of any change management process that have been analyzed in this paper. They are unfreezing, change implementation and refreezing. This paper aims to analyze the different change management strategies.

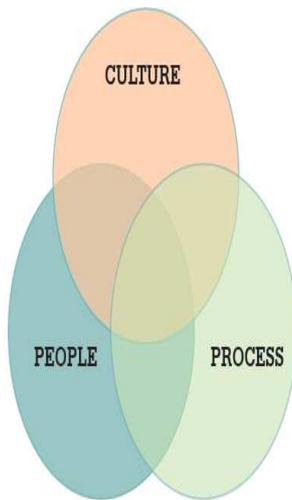
**Index Terms:** Change Management, Leadership.

### I. INTRODUCTION

Change management is an approach of transitioning or shifting teams, organizations, individuals from a present state to a future desired state. It is an organizational process which is aimed to help the stakeholders to accept and embrace changes in a particular business environment. In project management concept, change management refers to a process which is introduced to bring some changes in the project [1]. Organizational change is a kind of structured approach in any organization which is meant to ensure that the changes are implemented successfully and smoothly. In the modern environment, all the organizations face rapid changes that have never been found earlier. The constant innovation of technology and globalization has evolved the business environment today.

The innovations such as social media and mobile adaptability have revolutionized the business environment and the effects of the modern innovations have led to the need for change in organizations and for this change management has become one of the necessary elements for any business. It is getting quite important for the organizations to learn to become comfortable with the changes as the business environment is experiencing so many changes every day [4]. So, the ability to adapt and manage the organizational change has become an essential quality in workplace today. There are a number of organizational changes that the organizations must focus on such as mission changes, operational changes, strategic changes, technological changes and changes in the behaviors and attitudes of the

personnel. There might be many other faces of organizational change. So, to effectively manage any change it is important to follow some steps. The first step is to recognize the changes in any business environment [5]. Secondly, there is a need for developing the required adjustments for the needs of the companies. The third step is to train the employees as per the changes and last step is to win the support of the employees regarding the changes [1]. The main aim of change management is to establish a relationship between the organization culture, people and the organizational process.



**Source:** Department of Human Resource, Manchester Metropolitan University, (2011). Change management: An introduction.

## II. AIM OF THE PAPER:

The main aim of the journal is to analyze the different strategies and models of change management in organizations.

Importance of change management:

## III. THE ROLE OF CHANGE MANAGEMENT

Change management plays an important role in any organization. The business environment is changing fast. In order to survive in the environment, change management is very important in every organization now days. The business environment is being changed from all aspects,

economic, political, and social. The change process is considered as a process that stops the current process, makes the changes to the current process and then develops new process. The change management process is also considered as a problem solving solution. The change process can be a problem solving thing for a particular situation. Change management also increases the skill level of the employees. A successful change management can help the organizations to move forward with very less hesitation. It also gives mid sized firms the ability to be more agile. Change management is a key to get internal as well as external benefits of the company. The customers of the organizations can also gain some advantages through the successful implementation of change management process. It also improves IT infrastructure, business processes, safety and security of the system and as a result the organization can have a growth.

## IV. DIFFERENT MODELS OF CHANGE MANAGEMENT:

### A. KrutLewin's Model:

KrutLewin developed this model in 1950 and the model is used by many organizations in the change environment today. There are mainly three levels in this change model. They are unfreeze, change and refreeze [6]. KrutLewin described change as analogy of an ice. If a conical ice is aimed to shape into a cubical shape then the conical ice has to be melted and then it has to be frozen into cubical shape. KrutLewin stated that same procedure can be used in any organizational change [7].

The Lewin's model states that it is really important to understand the change like what kind of change is needed and why while dealing with change management. The process starts with unfreezing which means preparation of the organization as per the change required and it also refers to demoting the current status of the company to develop the new one [8]. This is perhaps the most difficult stage to implement in change management process. It can be done by challenging the present status of

the organizations, behavior and beliefs by referring to the present results and at the same time it is also important to project the future plan for the organization. The organizational changes cannot be done overnight. It takes some time, patience and understanding. It is very important to give some time to the members of the organization to accept the changes. There might be some people in the organization who might think that the changes will not help them but they should understand that the change will benefit them in future. When the change is accepted by all of the people in the organization, it is the time to refreeze the change. Refreeze refers to stability of the organization, confidence of employees about the change, better working environment and comfortable in the new environment [9].

#### **B. Kotter's model:**

John Kotter developed a new model for change management in the year 1995. This is an eight step model developed by famous change expert John Kotter. The first step of the model is to create an urgency of the change. It means initial motivation that is required to make a move towards the change by conveying and communicating the need for the change [10]. The second step of the model is to convince the members of the organization about the need for the change in the organization. This step does not mean managing the change but it requires a leader who will lead the change and who will bring all people together and they will work as a team [11]. In third stage, the organization should develop a vision of change which is easily acceptable and understandable by the members. The next step of the model is to communicate the vision to all of the employees within the organization. There might be a number of barriers and obstacles the organization can face in the way of introducing the change but there is a need to remove all the barriers of change and this is the fifth step of the model [12]. Implementation of this step might be a little difficult but it can be easily done by introducing some short term wins. This is the sixth step of the model. Small success can be a

great source of motivation and it can also make all the difficult jobs of changes quite easier. The seventh stage of the model is to develop the changes based on the small successes [13]. When the changes are implemented successfully and accepted by all members of the organizations, the last step is to inculcate the changes in the organizational culture and then the changes should be an important part of the value of the organization [14].

These are the two popular management models accepted by many organizations. Proper planning and implementation of the plans are two essential elements for any change management. The success of the change management is dependent on the co-operation and patience.

#### **V. CHANGE MANAGEMENT PLAN**

If change is managed effectively in any organization, the employees of the organization can have a solid understanding of the reasons for the change and they can also engage them in the process. They can also understand the environment of the organization such as society, customers. The managers can be better prepared to understand what is going on in the organizational environment by knowing the subject of the change [13]. The employees can understand various technological issues and the implementation of various communication technologies by participating in change management [15].

In order to develop an effective change management strategy, below mentioned factors should be considered by management:

##### **A. Purpose:**

This is the first and most important thing that should be mentioned in the change management plan. There should be a clear purpose of the change and it must be easily understood by the management and the employees who will be affected by the changes. The purpose of the change should not be any random reason but there must be some evidences to support it [12].

**B. Process:**

When the purpose of the change is established and defined, the next thing comes in the change management plan is process. In this step, the management should work out on how they plan to initiate the changes [10]. This aspect of the change management plan should be developed properly by taking some time and care as a lot of things related to change are needed to be considered. The change management model can also be stated in this segment.

**C. Training:**

The next aspect of the change management plan is to provide right training to the employees who will be responsible for the success of the change. Some employees might be promoted and some of the employees can be given additional responsibilities [10]. Employee motivation is another agenda of management.

**D. Cost:**

The total cost of change management project should be worked out in the change management plan. All of the petty costs and the capital expenses should be mentioned clearly in the change management plan. The time needed for the implementation of the change should also be mentioned in it [10].

**E. Monitor:**

A separate segment should be present in the change management plan which will explain the monitoring authorities. The management people are those who will be responsible for monitoring the change processes within the organization. Any problems or barriers in the change process, any issue created by the employees should be managed by the management people.

**F. Desired outcome:**

In this section, the management should mention the outcomes the organizations desire after implementation of the change and this section should also consists of the benefits of the change to the employees and the organizations.



**Source:** Bartunek, J., Rynes, S. and Ireland, D. [5] What makes management research interesting and why does it matter? Academy of Management Journal

**VI. CONCLUSION**

Today’s organizations operate in volatile social, technological, economical, political environment which continuously change at high speed and sometime it is quite difficult for the organizations to keep up with it. The internet, world wide web etc are some things that have made various differences in the way in which the businesses and services operate. There has been a significant shift in the ways in which people work, people are educated and the way people take their career growth. The changes are quite threatening and that is why the organizations and the people who are part of the organizations should deal with it properly.

Organizational change is considered as a shift in the process in which an organization functions or operates. The changes can be small in scale or sometime it might be large in terms of scale. As the regulatory pressure increases and the demands of the customers change, change management has become an important aspect of any organizational success. It is also becoming quite important for all leaders to act not only in the existing roles such as managers or supervisors but it is also important for them to act as individual leaders who can deploy various change management strategies whenever required. There are a number of models on change

management such as KrutLewin's Model, Kotter's model etc and these models are currently applied in many organizations worldwide. These models who how to initiate and implement change management in organizations. Change management plan is an important thing that should be developed by the management of any organization. It helps to implement the change process effectively and easily. Change management plan depends upon different aspects of change such as purpose of the change, process, training, cost, monitoring the change and desired outcome. All these things are needed to be mentioned clearly in this change management plan. In order to implement changes successfully within the organization it is important for all executives in the company from chairman to the office executives to take part in the change management project. The management should make sure that the strategies are implemented properly and the employees are open to adapt the changes.

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