21 Innovation and change

5.7 Demonstrate openness to change

LO165 Demonstrate a positive and flexible attitude towards change.

LO166 Demonstrate ability to try out new ideas and initiatives with care and enthusiasm.

LO167 Demonstrate ability to identify and develop opportunities for change.

LO168 Demonstrate ability to implement change.

Work Area Code:	21
Work area title:	Innovation and change
Unit Code:	5.7
Unit Title:	Demonstrate openness to change
Learning Outcomes Nos:	LO165, LO166, LO167, LO168
•Learning Outcomes titles:	Demonstrate a positive and flexible attitude towards change. Demonstrate ability to try out new ideas and initiatives with care and enthusiasm Demonstrate ability to identify and develop opportunities for change. Demonstrate ability to implement change
Recommended Duration:	7 hours
Trainer:	

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- ## What is innovation?

    - **Innovation** is: production or adoption, assimilation, and exploitation of a value-added novelty in economic and social spheres. Renewal and enlargement of products, services, and markets. Development of new methods of production and establishment of new management systems. It is both a process and an outcome.

    - Innovation involves the **whole process** from opportunity identification, ideation or invention to development, prototyping, production marketing and sales, while entrepreneurship only needs to involve commercialization (Schumpeter).

    - A new way of doing things, which is commercialized. The process of innovation cannot be separated from a firm's strategic and competetive context (Porter).

What is **desirable** to users?

Innovation

What is **possible** with technology

What is **viable** in the marketplace

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Types of innovation

- Product innovation
- Process innovation
- Marketing innovation
- Organizational innovation
- Technological innovations
- Social innovations
- Business Model innovation

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- **Degree of novelty**
  - Incremental innovations
  - Radical innovations
  - Systemic innovations

- **Innovation management**
  - Innovation management encompasses an integrated approach to managing all dimensions of innovation, from innovation in products, services and business processes to organisational and business models, through continuous monitoring, development and improvement processes.

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Change

"The process by which the future invades our lives"

Toffler

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- Change is the disruption of the status quo.
- Slippages when you underestimate the time required.
- Never expects any failure – ignoring the dependencies.
- Most of all "the people problem".
- Change often makes for interesting times.

OK, THERE IS A SMALL CHANGE... RED BAG HAS THE SANDWICHES GREEN BAG IS YOUR PARACHUTE

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- ## Change
  - A break in the continuities that represent the steady stream of our lives.
  - It may seem positive if you're leading the change.
  - It may seem negative if you're on the receiving end of it.
  - Change is a significant alteration or disruption in peoples' expectation patterns.

- ## Change Types
  - Standard (Low Risk)Approval not required changes.
  - Minor (Low Risk with limited potential Impact) Change Advisory Board (CAB) usually not necessary.
  - Normal (Moderate Risk) CAB is a Must.
  - Major (High Risk) Higher Change Authority for approval.
  - Emergency (Disrupting Business Impact) Quick practical approach.

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- ## Change Types

  – Transformational Change

    - Makes radical changes in organizational directions.

  – Incremental Change

    - Continuing adjustments to existing ways and practices.

  – Top-down Change

    - Is initiated by senior management.

  – Bottom-up change

    - Is initiated by empowered persons working at all organizational levels.

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- ## Change management (CM):
  - Refers to any approach to transitioning individuals, teams, and organizations using methods intended to re-direct the use of resources, business process, budget allocations, or other modes of operation that significantly reshape a company or organization.
  - CM focuses on how people and teams are affected by an organizational transition. It deals with many different disciplines, from behavioral and social sciences to information technology and business solutions. In a project management context, CM may refer to the change control process where in changes to the scope of a project are formally introduced and approved.

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- ## The Forces for New
  - External forces
    - Technology
    - Market Niche
    - Human/Social Needs and Values
    - Government Policies
  - Internal forces
    - Leadership and Vision
    - Workforce Demographics
    - Employee Dissatisfaction
    - New Ideas
    - Performance Failures

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- **The key differences between Change and Transformation**

- **Change:**
    - Transitional change replaces "what is" with something completely new. This requires designing and implementing a "new state." The organization simultaneously must dismantle and emotionally let go of the old way of operating while the new state is being put into place. This "transitional" phase can be project managed and effectively supported with traditional change management tools. Examples include reorganizations, simple mergers or acquisitions, creation of new products or services that replace old ones, and IT implementations that do not radically impact people's work or require a significant shift in culture or behavior to be effective.

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- ## Transformational Change

  – Transformation, however, is far more challenging for two distinct reasons. First, the future state is unknown when you begin, and is determined through trial and error as new information is gathered. This makes it impossible to "manage" transformation with pre-determined, time-bound and linear project plans. You can have an over-arching change strategy, but the actual change process literally must "emerge" as you go. This means that your executives, managers and frontline workers alike must operate in the unknown—that scary, unpredictable place where stress skyrockets and emotions run high.

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- ## Transformational Change

  – Second, the future state is so radically different than the current state that the people and culture must change to implement it successfully. New mindsets and behaviors are required. In fact, often leaders and workers must shift their worldviews to even invent the required new future, let alone operate it effectively.

INNOVATION AND CHANGE

Demonstrate openness to change

Section 2: A positive and flexible attitude toward change.

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- ## Organizational Change Management (OCM):

  – While change happens at the individual level, it is often impossible for a project team to manage change on a person-by-person basis. OCM provides us with the steps and actions to take at the project level to support the hundreds or thousands of individuals who are impacted by a project.

  – OCM considers the full organization and what needs to change. OCM and practices include CM as a tool for change focused solely on the individual.

  – OCM involves first identifying the groups and people who will need to change as the result of the project, and in what ways they will need to change.

  – OCM then involves creating a customized plan for ensuring impacted employees receive the awareness, leadership, coaching, and training they need in order to change successfully. Driving successful individual transitions should be the central focus of the activities in OCM.

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- ## Important Elements

  - Create a sense of urgency.

  - Create a leading change design team.

  - Document the case for change.

  - Develop a preliminary vision and values for the change.

  - Define the impacts on those affected by the change.

  - Create your preliminary strategy and action plan.

  - Identify measures of success.

  - Develop your communication strategy.

  - Develop your training strategy.

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- **Values**
  - In order to flourish, change must be entrenched as one of the core values of the organization and the organizational objectives must be visibly aligned with those values.
  - Values can provide both a corporate sense of being and a sense of enduring purpose. Without sensible values, change efforts can dissolve into a list of confusing projects that take the organization in the wrong direction.

- Objectives

  – For change to be effective, objectives should be set.

  – Based on realistic objectives.

  – Stated in clear and measurable terms.

  – Consistent with the organization's overall goals and policies

  – Attainable.

  – Positive reinforcement for goals obtained (Rewards).

- ## Communication

  - One important method for managing change in an organization is to communicate. Have open meetings to discuss the new requirements. Network with employees individually and as a group to get input on what they feel could be done to effectively change the organization with a minimum of drama and stress. Keep an open communication structure throughout the changingprocess so that individuals can come to you with questions or concerns, without feeling as though they are being bothersome or out of line.

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- **Benefits of innovation and change**

  - Increase competitive advantage and Provide meaningful differentiation.

  - More adaptable to the external environment.

  - React faster and more effectively to avoid risk and capture opportunities.

  - Employees tend to be more motivated and involved in the organization.

  - Employees increase productivity and job satisfaction.

  - Create a strong sense of teamwork.

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- **Barriers and Problems to innovation and change**

  - External

    - Market-Related
    - Government and its policies
    - Other(Technical, Societal, Inter Organizational)

  - Internal

    - People Related
    - Structural
    - Strategy Related

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- ## Shared vision, Leadership & the Will to innovate
  - Clearly articulated & shared sense of purpose.
  - Stretching strategic intent.
  - Top management commitment.

- ## Appropriate culture
  - Encouraging creativity.
  - Enabling learning & interaction.
  - Balancing between organic & mechanistic.

- ## Key Individuals
  - Promoters, champions & other roles which facilitate innovation.

- ## Effective team working
  - Use of teams at cross-functional & inter-organizational level.
  - Investment in team selection & building.

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Overcoming barriers and problems

- ## Continuing & stretching individual development
  - Education & Training of employees to ensure high level of skills & competence.

- ## Extensive communication
  - Within & between the organizational and outside.

- ## Creative climate
  - Positive approach to creative ideas, supported by relevant motivations systems.

- ## Learning organization
  - High level of involvement within & outside the firm in proactive experimentation.
  - Knowledge capture and dissemination.

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- **Establish a change relationship**
  - Establish a sense of urgency for change.
  - Create and communicate a change vision.
  - Create a compelling purpose for change & establish unity of this purpose.
  - Create the environment in which people can become fully involved in achieving the Organizational Change.
  - Empower others to move change forward.

- **Diagnosis**
  - Identify the nature and extent of problems before taking action.
  - Don't process change prematurely.

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Leading the Processes of Organizational Change

- ## Intervention
  - The attempt to correct the diagnosed problems.
  - Managing the phases of change.
  - Unfreezing, changing, and refreezing are three phases of planned change.
  - Identify and deal positively with resistance to change.

- ## Evaluation
  - The change be evaluated in relation to the achievement of the planned objectives.
  - The change management processes be evaluated – consider summative as well as final evaluations, assess your change management strategies as you implement them.
  - The evaluation outcomes be circulated and promoted to stakeholders.
  - Evaluation outcomes be used in other organizational processes.

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- ## Achieve a terminal relationship

  - Stabilize the change and create the conditions for its long-term continuity.

  - Keep the message consistent, champion the vision.

  - Create acceptance and continuity for the new behaviors.

  - Provide any necessary resource support.

  - Use performance-contingent rewards and positive reinforcement.

- **Discussion for the need for innovation and change within the organization.**
  - Discuss in small groups and prepare to report back in 10 minutes.

Group discussion

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Methodological tool

The Four P's

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- ## Review Question 1

  – List the benefits of innovation and change for the organization.

- ## Review Question 2

  – Explain why communication is important in successful implementation of innovation and change.

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- ## Key Point 1

  – Innovation and change are integral components in the strategy of an organization.

- ## Key Point 2

 – When change is happening, people may not be able to perform at 100% of their capacity.

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- ## What is creativity?

  – Can be viewed as the first stage of an innovation process. Creativity refers to the development of ideas that are both novel and useful, either in the short or the long term, whereas idea implementation describes the process of converting these ideas into new and improved products, services, or ways of doing things. Thus, innovation can be conceptualized as encompassing two different activities: the development of novel, useful ideas and their implementation.
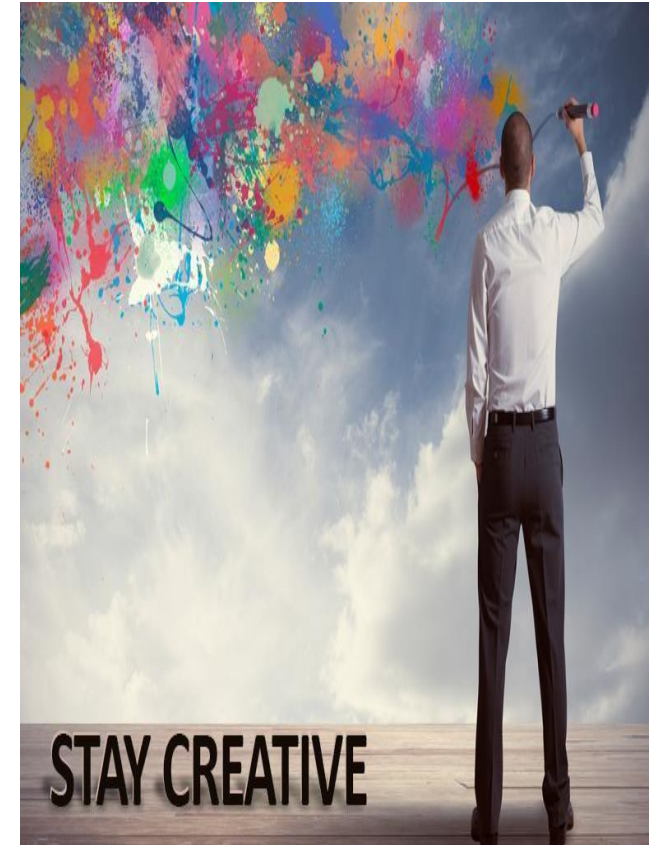
STAY CREATIVE

eupa next

- ## Three basic ingredients to creativity:

  - **Domain skills:** Domain skills are developed as one becomes an expert in a field.

  - **Creative thinking skills:** Creative thinking skills include seeking novelty and diversity, being independent, being persistent, and having high standards.

  - **Intrinsic motivation:** Intrinsic motivation implies that the reasons for doing things come from within, from passion and pleasure, not as a result of external demands, pressures, or rewards.

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- ## Initiatives:

  – **Collaborate.** Forget the normal boundaries and bring together talented people from a wide variety of fields and disciplines to work together and cross-fertilize. Look both inside and outside your existing organization for new types of innovation partnerships.

  – **Create an active support system.** Develop a culture that supports, nurtures, and develops innovation in a systematic way. Creativity is only one part of the innovation picture. A disciplined yet flexible process is needed to launch new ideas and then scale them to the opportunity or problem at hand.

  – **Change agents are needed.** Senior leadership support for innovation is important, of course. But an organization also needs specialists who can foster innovation throughout the organization, both on specific projects and in structural ways that impact daily operations.

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Initiatives to promote new ideas in an organization

– **Use new technology.** Forward looking organizations should identify and embrace new technologies that can increase the flow of input from external sources and simplify operational work such as the grant making process.

– **Get everyone involved.** Expect everyone in the company to innovate, even administrative and finance staff. The source of the innovation matters less than the innovation itself.

– **Promote creative time.** Google employees are given "20 percent time" to pursue "pet" projects, unrelated to their core work, that they find interesting. Half of the new launches at Google emerged from this sanctioned time for innovation.

– **Encourage volume, speed, and iteration.** Allow people to test out ideas with others, and to iterate and refine the ideas, before launching them more broadly.

– **Embrace failure.** Staff are encouraged not to worry if an "experiment in innovation" fails. There is often something that can be learned or salvaged from any attempt.

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- **Techniques and methods to promote new ideas**
  - Present yourself as a credible messenger of change.
    - Come prepared.
    - Look & act prepared.
    - Use peer to peer approach, regardless of their stature.
    - Include stories of success.
    - Bring something to leave behind for them.
  - Listen first, take the time to understand the situation and how those involved are invested in it.
  - Ask for their willingness to hear your proposal.
  - Insight and Perspective, let them know you value theirs.
  - Build understanding, how the new idea is compatible with, or an enhancement to the existing way they are approaching their business.

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The introduction of new ideas on the market

– Keep it simple.
  - Use familiar words, avoid complexity, Industry jargon, trendy or unfamiliar terms.
– An easy to understand, step by step example.
  - How the new idea will work.
  - Invite them to consider one step at a time as you present it.
– Their initial cost.
  - Time, risk, personal energy for engaging in must be less than what it would be to remain the same.
– Propose a first step.
  - Activity or action.
– Solicit an agreement.
  - To take the next step.

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Lewin's Three Phases of Change

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In 1947 Lewin wrote:

A change towards a higher level of group performance is frequently short-lived, after a "shot in the arm", group life soon returns to the previous level. This indicates that it does not suffice to define the objective of planned change in group performance as the reaching of a different level. Permanency of the new level, or permanency for a desired period, should be included in the objective.
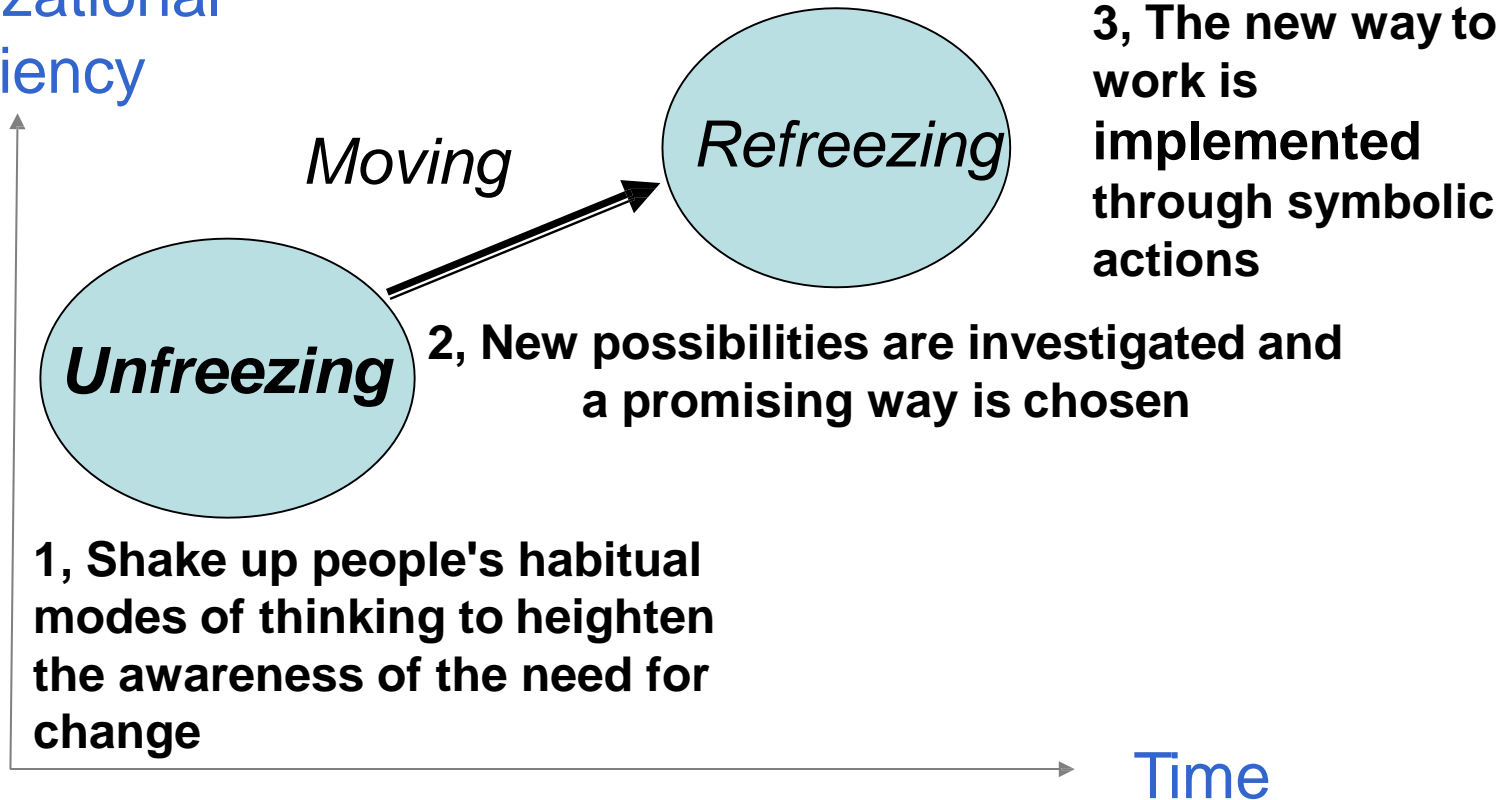
eupa next

Organizational efficiency

Moving

Refreezing

Unfreezing

3, The new way to work is implemented through symbolic actions

2, New possibilities are investigated and a promising way is chosen

1, Shake up people's habitual modes of thinking to heighten the awareness of the need for change

Time

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next

- ## Phase 1 - Unfreezing

  – Develop a vision for the need to change (transformational leadership) through the process of organizational diagnosis and creative thinking.

  – Resistant to change is the most problematic issue in management of change.

  – To describe the current state, use for instance the PEST analyze. Even temporal (historical) and internal environment must be assessed (info about total system)! Questionnaires, interviews, observations and organizational documents, can be used.

  – Disturb the status quo by strengthening or weakening the resistant to change through an awareness of what will happen if nothing changes. Use for instance Force Field Analyze (FFA).

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- ## Phase 2 - Changing

  – A systematic (brainstorming – research) search for new ideas to take the organization from its current state to a desired future state through dialogue with all concerned in order to create an understanding for the need to change and to use all ideas and creativeness of the people involved.

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- ## Phase 3 - Refreezing

  – The use of continuous data collection and feedback is essential to keep track of how the change is progressing and to monitor for further change in the light of environmental changes.

  – The use of surveys and interviews is one way of collecting data (Data to be collected depends on the situation).

  – Symbolic actions, such as change of logo, forms of dress and ways of grouping people, as well as leadership could be one way to manifest "the new way to work".

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- Benefits
  - The benefits to the Lewinmodel are fairly obvious in that it's the simplest model out there. This makes it easy to plan around, especially in organizations not accustomed to the science of change management. At the same time, it does try to minimize the difficulty with opposition by addressing ithead on.

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Methodological tool

New Ideas

EUPANEXT_LO_166_M_01

- ## Review Question 1

  – Identify new ideas that could enhance the Organization's development.

- ## Review Question 2

  – Explain how to promote new ideas and initiatives within the Organization.

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- **Kurt Lewin's Change Theory**
  - Three step model gives a manager or change agent an idea of what implementing change means when dealing with people. The 3 phases of the Kurt Lewin model provide guidance on how to go about getting people to change: a manager will implement new processes and re-assign tasks, but change will only be effective if the people involved embrace it and help putting it into practice it.

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- ## Business environment:

  – Consist of all those factors that have a bearing on the business. The term 'business environment' implies those external **forces**, factors and institutions that are beyond the control of individual business organizations and their management and affect the business enterprise.

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- ## Business environment:

  – These forces are customer, creditors, competitors, government, socio-cultural organizations, political parties national and international organizations etc.

  – Some of those forces affect the business directly which some others have indirect effect on the business.

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∎∎∎∎next

- **Features of business environment**

  – Totality of external forces

    - Business environment is the sum total of all things external to business firms and, as such, is aggregative in nature.

  – Specific and general forces

    - Business environment includes both specific and general forces. Specific forces affect enterprises in their day-to-day working. General forces have impact on all enterprises and affect an individual firm only indirectly.

  – Dynamic nature

    - Business environment is dynamic in that it keeps on changing whether in terms of technological improvement, shifts in consumer preferences or entry of new competition in the market.

  – Uncertainty

    - Business environment is largely uncertain as it is very difficult to predict future happenings.

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- **Internal and External Environments**
  - Internal environmental factors
    - Management changes
    - Employee morale
    - Culture changes
    - Financial changes and/or issues
  - External environmental factors
    - Changes to the economy
    - Threats from competition
    - Political factors
    - Government regulations
    - The industry itself

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- ## SWOT Analysis

  – SWOT analysis is an acronym for strengths, weaknesses, opportunities, and threats and is a structured planning method that evaluates those four elements of an organization, project or business venture. A SWOT analysis can be carried out for a company, product, place, industry, or person. It involves specifying the objective of the business venture or project and identifying the internal and external factors that are favorable and unfavorable to achieve that objective.

    - Strengths: characteristics of the business or project that give it an advantage over others.

    - Weaknesses: characteristics of the business that place the business or project at a disadvantage relative to others.

    - Opportunities: elements in the environment that the business or project could exploit to its advantage.

    - Threats: elements in the environment that could cause trouble for the business or project.

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- # SWOT Analysis

  – **Strengths and Weaknesses:**

    These are the internal factors within an organization.

    - Human resources - staff, volunteers, board members, target population.
    - Physical resources - your location, building, equipment.
    - Financial - grants, funding agencies, other sources of income.
    - Activities and processes - programs you run, systems you employ.
    - Past experiences - building blocks for learning and success, your reputation in the community.
    - Local, national, or international events.

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• SWOT Analysis

- – **Opportunities and Threats:**

  These are external factors stemming from community or societal forces.

  - Future trends in your field or the culture.
  - The economy - local, national, or international.
  - Funding sources - foundations, donors, legislatures.
  - Demographics - changes in the age, race, gender, culture of those you serve or in your area.
  - The physical environment (Is your building in a growing part of town? Is the bus company cutting routes?).
 - Legislation (Do new federal requirements make your job harder or easier?).

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- ## A SWOT analysis can be used to:

  – Explore new solutions to problems.

  – Identify barriers that will limit goals/objectives.

  – Decide on direction that will be most effective.

  – Reveal possibilities and limitations for change.

  – To revise plans to best navigate systems, communities, and organizations.

  – As a brainstorming and recording device as a means of communication.

  – To enhance "credibility of interpretation" to be utilized in presentation to leaders or key supporters.
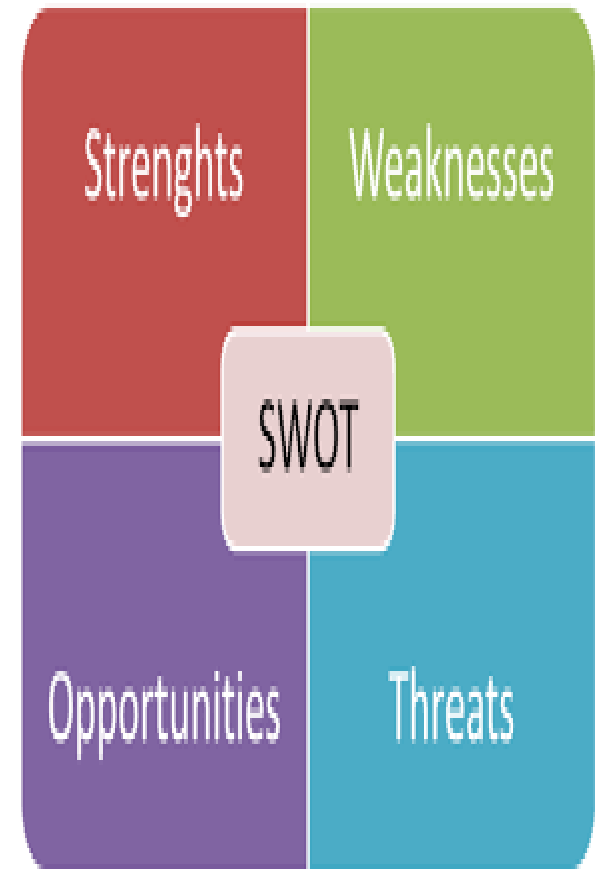
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- # Benefits of SWOT Analysis:
  - The SWOT analysis in social work practice framework is beneficial because it helps organizations decide whether or not an objective is obtainable and therefore enables organizations to set achievable goals, objectives, and steps to further the social change or community development effort. It enables organizers to take visions and produce practical and efficient outcomes that effect long-lasting change, and it helps organizations gather meaningful information to maximize their potential. Completing a SWOT analysis is a useful process regarding the consideration of key organizational priorities, such as gender and cultural diversity and fundraising objectives.

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• PEST Analysis

– Political, economic, social and technological describes a framework of macro-environmental factors used in the environmental scanning component of strategic management. It is part of an external analysis when conducting a strategic analysis or doing market research, and gives an overview of the different macro-environmental factors to be taken into consideration. It is a strategic tool for understanding market growth or decline, business position, potential and direction for operations.
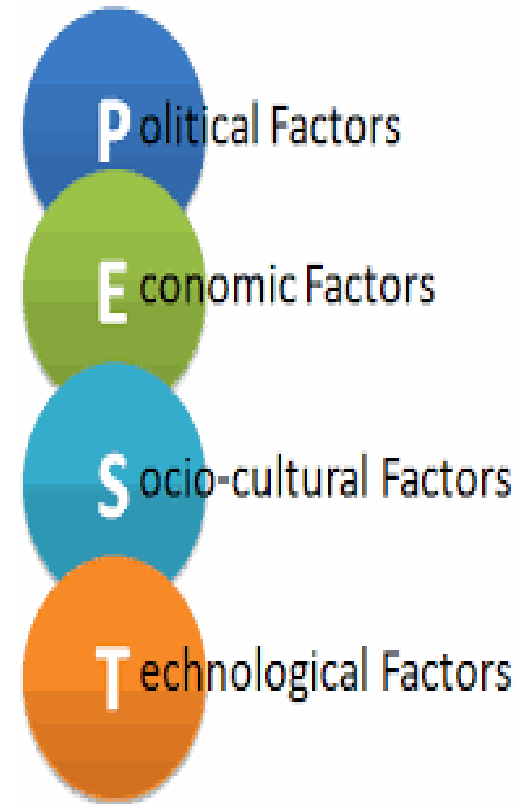
Political Factors

Economic Factors

Socio-cultural Factors

Technological Factors

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- ## The basic PEST analysis includes four factors:

  – **Political factors:** are basically how the government intervenes in the economy. Specifically, political factors has areas including tax policy, labour law, environmental law, trade restrictions, tariffs, and political stability. Political factors may also include goods and services which the government aims to provide or be provided (merit goods) and those that the government does not want to be provided. Furthermore, governments have a high impact on the health, education, and infrastructure of a nation.

  – **Economic factors** include economic growth, interest rates, exchange rates, the inflation rate. These factors greatly affect how businesses operate and make decisions. For example, interest rates affect a firm's cost of capital and therefore to what extent a business grows and expands. Exchange rates can affect the costs of exporting goods and the supply and price of imported goods in an economy.

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– **Social factors:** include the cultural aspects and health consciousness, population growth rate, age distribution, career attitudes and emphasis on safety. High trends in social factors affect the demand for a company's products and how that company operates. For example, the ageing population may imply a smaller and less-willing workforce (thus increasing the cost of labour). Furthermore, companies may change various management strategies to adapt to social trends caused from this (such as recruiting older workers).

– **Technological factors:** include technological aspects like R&D activity, automation, technology incentives and the rate of technological change. These can determine barriers to entry, minimum efficient production level and influence the outsourcing decisions. Furthermore, technological shifts would affect costs, quality, and lead to innovation.

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- ## Expanding the analysis to PESTEL adds:

  - **Legal factors** include discrimination law, consumer law, antitrust law, employment law, and health and safety law. These factors can affect how a company operates, its costs, and the demand for its products.

  - **Environmental factors** include ecological and environmental aspects such as weather, climate, and climate change, which may especially affect industries such as tourism, farming, and insurance. Furthermore, growing awareness of the potential impacts of climate change is affecting how companies operate and the products they offer, both creating new markets and diminishing or destroying existing ones.
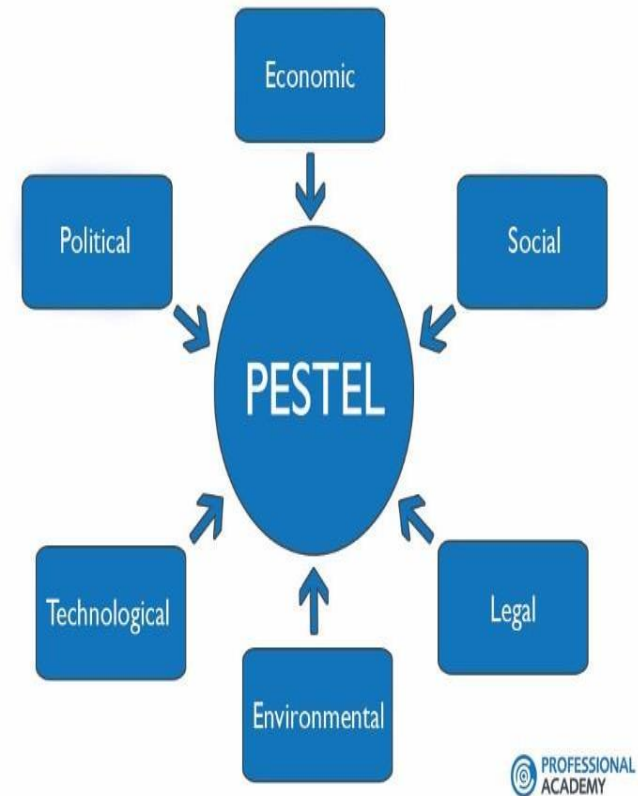
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- **PEST Analysis is useful for four main reasons:**
  - It helps you to spot business or personal opportunities, and it gives you advanced warning of significant threats.
  - It reveals the direction of change within your business environment. This helps you shape what you're doing, so that you work with change, rather than against it.
  - It helps you avoid starting projects that are likely to fail, for reasons beyond your control.
  - It can help you break free of unconscious assumptions when you enter a new country, region, or market; because it helps you develop an objective view of this new environment.

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- **Organization development (OD):**
  - Is a comprehensive approach to planned organizational change that involves the application of behavioral science in a systematic and long-range effort to improve organizational effectiveness.

- **The organization development process:**
  - Establish a working relationship
  - Diagnosis
  - Intervention
  - Evaluation
  - Achieve a terminal relationship

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- **Identifying external environmental factors:**
    - Customers
    - Government
    - Economy
    - Finance
    - Infrastructure
    - Laws
    - Competition
    - Trends
    - Public Opinion
    - Customer Base
    - Weather

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- **Sources of information for environmental scanning**

  – **Tangible resources** are the easiest to identify and evaluate: financial resources and physical assets are identified and valued in the firm's financial statements.

  – **Intangible resources** are largely invisible, but over time become more important to the firm than tangible assets because they can be a main source for a competitive advantage. Such intangible resources include reputational assets (brands, image, etc.) and technological assets (proprietary technology and know-how).

  – **Human resources** or human capital are the productive services human beings offer the firm in terms of their skills, knowledge, reasoning, and decision-making abilities.

Methodological tool

SWOT Analysis

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Methodological tool

PESTEL Analysis

EUPANEXT_LO_167_M_02

- ## Review Question 1

  – Describe how you would perform an organizational SWOT analysis.

- ## Review Question 2

  – Explain the social, economic and political environment of the Organization in order to develop opportunities for change.

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- ## Key Point 1

  – PEST Analysis is often linked with SWOT Analysis, however, the two tools have different areas of focus. PEST Analysis looks at "big picture" factors that might influence a decision, a market, or a potential new business. SWOT Analysis explores these factors at a business, product-line or product level.

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- PEST analysis can be useful before SWOT analysis because PEST helps to identify SWOT factors. PEST and SWOT are two different perspectives but can contain common factors. SWOT stands for strengths, weaknesses, opportunities, threats.

- These tools complement one another and are often used together.

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INNOVATION AND CHANGE

Demonstrate openness to change

Section 5: Implementation of innovation and changes.

- ## Implementation

  – Once a change is planned, it is important to have good communication about the rollout and implementation of the change. A timeline should be made for the implementation and should make changes in the order that affect the process and the employees who manage the process.

  – An effective timeline will allow for all new equipment, supplies or training to take place before fully implemented. Implementing without a logical order can create frustration for those responsible for the work process.

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- ## Plan change process

  – Recognize the need for change.

  – Develop the goals of the change.

  – Select a change agent.

  – Diagnose the current climate.

  – Select an implementation method.

  – Develop a plan.

  – Implement the plan.

  – Follow the plan.

  – Evaluate the plan.

Change is a process, not an event.

EUROPEAN PERSONAL ASSISTANT LEVEL 5

- ## Diagnosis
  - In this step, the change agent sets about gathering data about the climate of the organization in order to help employees prepare for change. Preparing people for change requires direct and forceful feedback about the negatives of the present situation, as compared to the desired future state, and sensitizing people to the forces of change that exist in their environment.

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- ## Designing the Intervention Strategy

  – Establish a working relationship.

  – Diagnose the environment – readiness of target group for change.

  – Develop an action plan – specific targets and techniques.

  – Evaluation of the results of the intervention.

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- ## Human Processual Interventions
  - Survey feedback
    - Organizational variables to measure.
    - Design and implementation of survey.
    - Presentation of results.
  - Team building
    - Preliminary diagnosis for need.
    - Change agent with wide range of knowledge.
    - Change manager and agent should develop general approach to sessions.

- ## Techno Structural Interventions
  - Job enlargement
  - Job enrichment , Job Characteristics Model
    - Greater effect on productivity.
  - Alternative work schedules
  - Moderate effect on work output
  - Withdrawal
  - Effects on attitudes

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- ## Evaluate the plan

    – During this step, managers must compare the actual results to the goals established in Step of Diagnosis. It is important to determine whether the goals were met; a complete follow-up and evaluation of the results aids this determination. Change should produce positive results and not be undertaken for its own sake.

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- ## Human factors

  – Fear of the unknown not understanding what is happening or what comes next.

  – Disrupted habits feeling upset to see the end of the old ways of doing things.

  – Loss of confidence feeling incapable of performing well under the new ways of doing things.

  – Loss of control feeling that things are being done "to" you rather than "by" or "with" you.

  – Poor timing feeling overwhelmed by the situation or that things are moving too fast.

  – Work overload not having the physical or psychic energy to commit to the change.

  – Loss of face feeling inadequate or humiliated because it appears that the old ways weren't good ways.

  – Lack of purpose not seeing a reason for the change and/or not understanding its benefits.

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- **Financial factors**
  - Competition
  - The industry
  - Desire for Growth
  - Speculation and Expectation
  - Consumer Needs and Demands
  - Government Regulations
  - Legislation
  - Globalization
  - International Transactions
  - Workforce Diversity
  - Financial Innovation
  - Market Implications
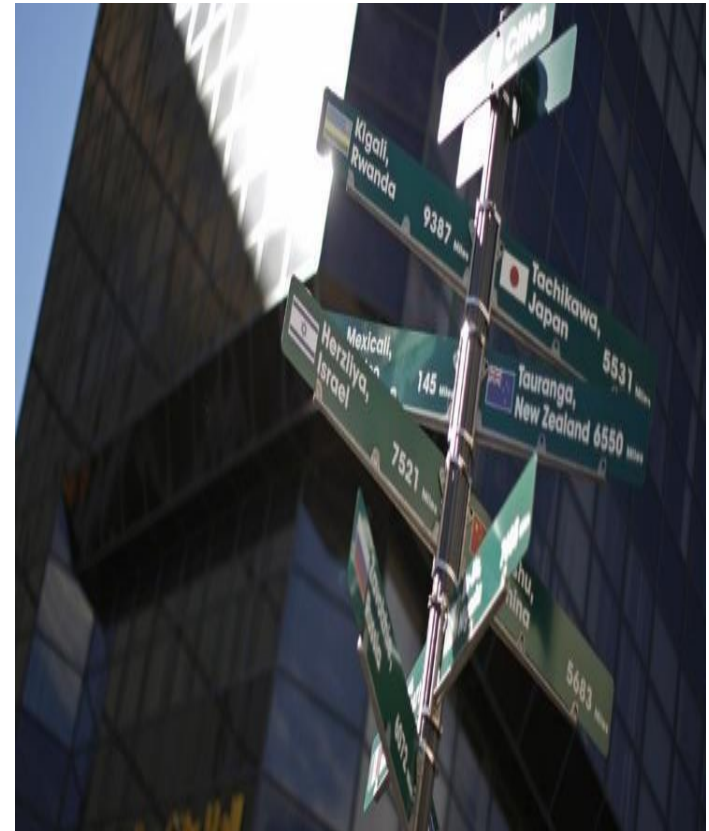
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- # The Role of Change Leaders
  - It is leadership's job to define and articulate a vision for the organization and the need for change.

- # Five key roles in change management
  - Change management resource/team
  - Executives and senior managers
  - Managers and supervisors
  - Project team
  - Project support functions

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- # Procedures for a smooth transition
    - Communicate the Rationale Behind the Need for Change.
    - Make it easy to introduce and implement.
    - Implement the Change in Phases.
    - Convey your vision.
    - Remove any uncertainty.
    - Time it right.
    - Evaluate, Review and Report on Change.
    - Reward employee performance.

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- **Resistance to change**
  - An emotional/behavioral response to real or imagined threats to an established work routine.

- **Change resist can be due to the following**
  - Vested Interests
  - Fear
  - Misunderstandings
  - Different Assessments of Situation
  - Inter-organizational Agreements

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- ## How to avoid resistance to change

  - Communication & Education-Training
    - Change is technical, users need accurate information & analysis.
  - Participation
    - Users need to feel involved. Design requires information from others, have power to resist.
  - Negotiation
    - Group has power over implementation, will lose out in the change.
  - Coercion
    - Crisis exists, initiators clearly have power, other techniques have failed.
  - Top management support
    - Heading Involves multiple departments or reallocation of resources, users doubt legitimacy of change.

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Implementation of changes

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- # Evaluation of innovation

  - After the execution of an idea, its implementation needs to be carefully monitored and assessed, then changes will need to be made or the idea will need to be shut down.

- # Reflective questions

  - Do you have a clearly defined innovation management process?
    - If yes, is it effective?
    - If no, how do you see that clearly defined innovation management process could help your organization to achieve goals better?
  - Are all the people in your organization working together towards great innovations or do they do things on their own?
  - Do you always properly evaluate and test your innovations before taking them to market?
  - Do you measure execution of providing services or products from customer's perspective?

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- ## Evaluate changes strategies

  - **Follow-up.** Whenever a change is made it is always good to follow-up after implementation and assess how the change is working and if the change delivered the results that were intended.

  - Sometimes changes exceed target expectations but there are occasions that changes just don't work as planned. When this is the case, management should acknowledge that it didn't work and make adjustments until the desired result is achieved.

- ## Key evaluation questions

  - What will be evaluated?

  - What is the object of evaluation?

  - Who are the stakeholders of evaluation?

  - What evaluation design and data will be used?

- ## The Conservation of change

  – Change takes place for a number of reasons. Often this is because of changes in the internal and external environment. Organizations implement changes to increase the effectiveness of the business. Change can be a complex process and there may be barriers to overcome. This is why implementing change programmes within an organization requires effective managers.

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- ## The Fears of Change

  - Why do people often fear change?

  - What do they fear?

    - Discuss in small groups and prepare to report back in 10 minutes.

Group discussion

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Methodological tool

Overcoming Resistance

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- Key Point 1

  – Keep in mind that a comprehensive model of planned change includes a set of activities that managers must engage in to manage the change process effectively. They must recognize the need for change, motivate change, create a vision, develop political support, manage the transition, and sustain momentum during the change.

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- ## Key Point 2

  – Individuals resist change because of basic human characteristics such as perceptions, personalities, and needs. Organizations resist change because they are conservative and because change is difficult.

- ## Key Point 3

  – Resistance to change will never disappear completely, but it can be managed.

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Well Done!

You have completed this unit

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