



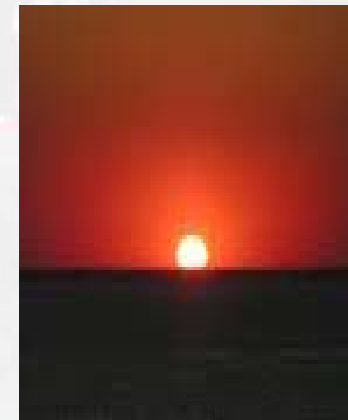
Change Management



State Institute of Health and Family Welfare
Jaipur

Change

- Inevitable and unavoidable
- Constantly happening –aware or unaware of it
- Change can begin anywhere

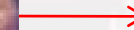


Attributes

Change may be sudden or over time



Time



Change over Time

Attributes

Change may be natural or induced



Attributes

Change may be wanted or unwanted



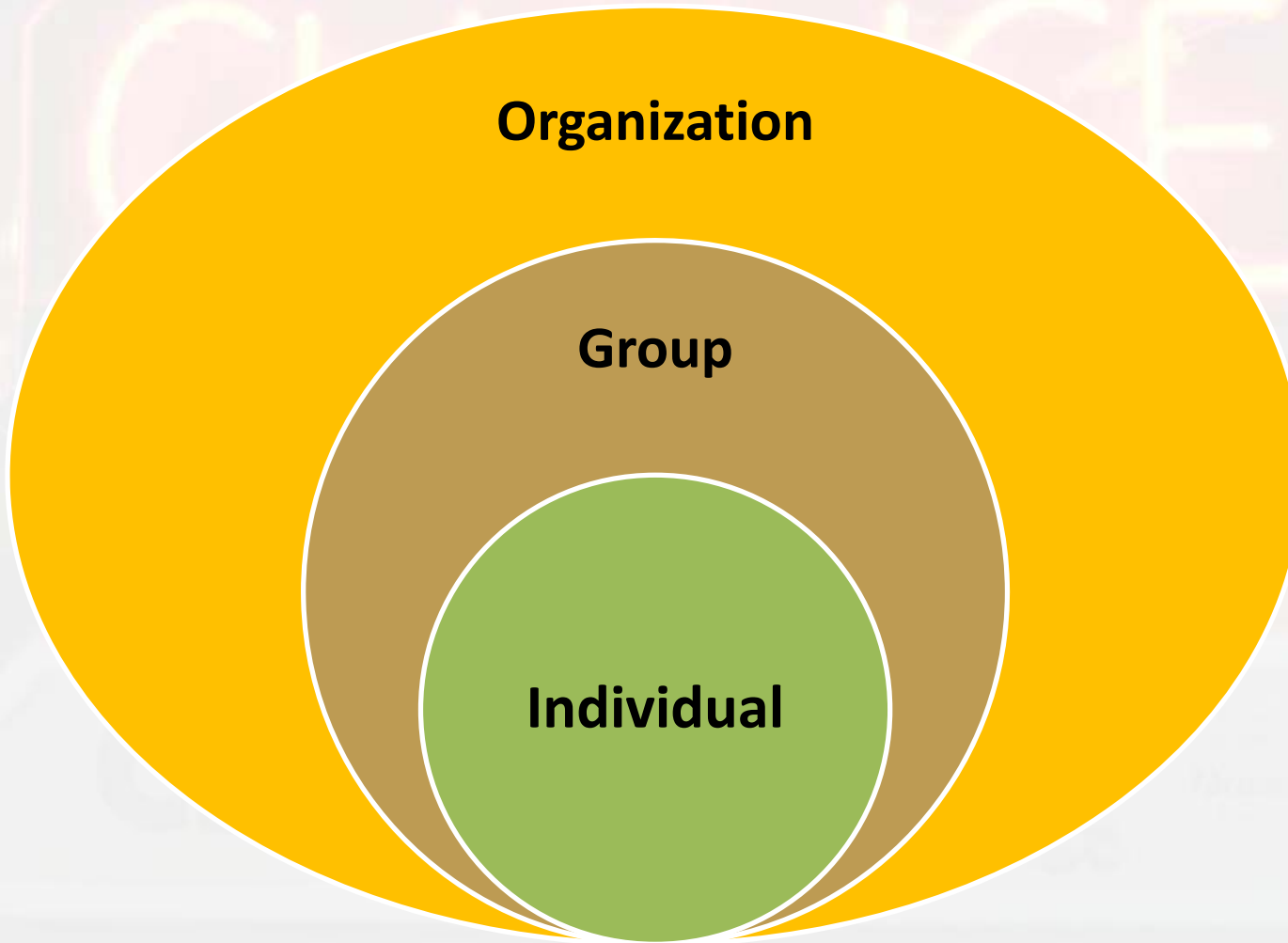
Attributes

Change may be good or bad

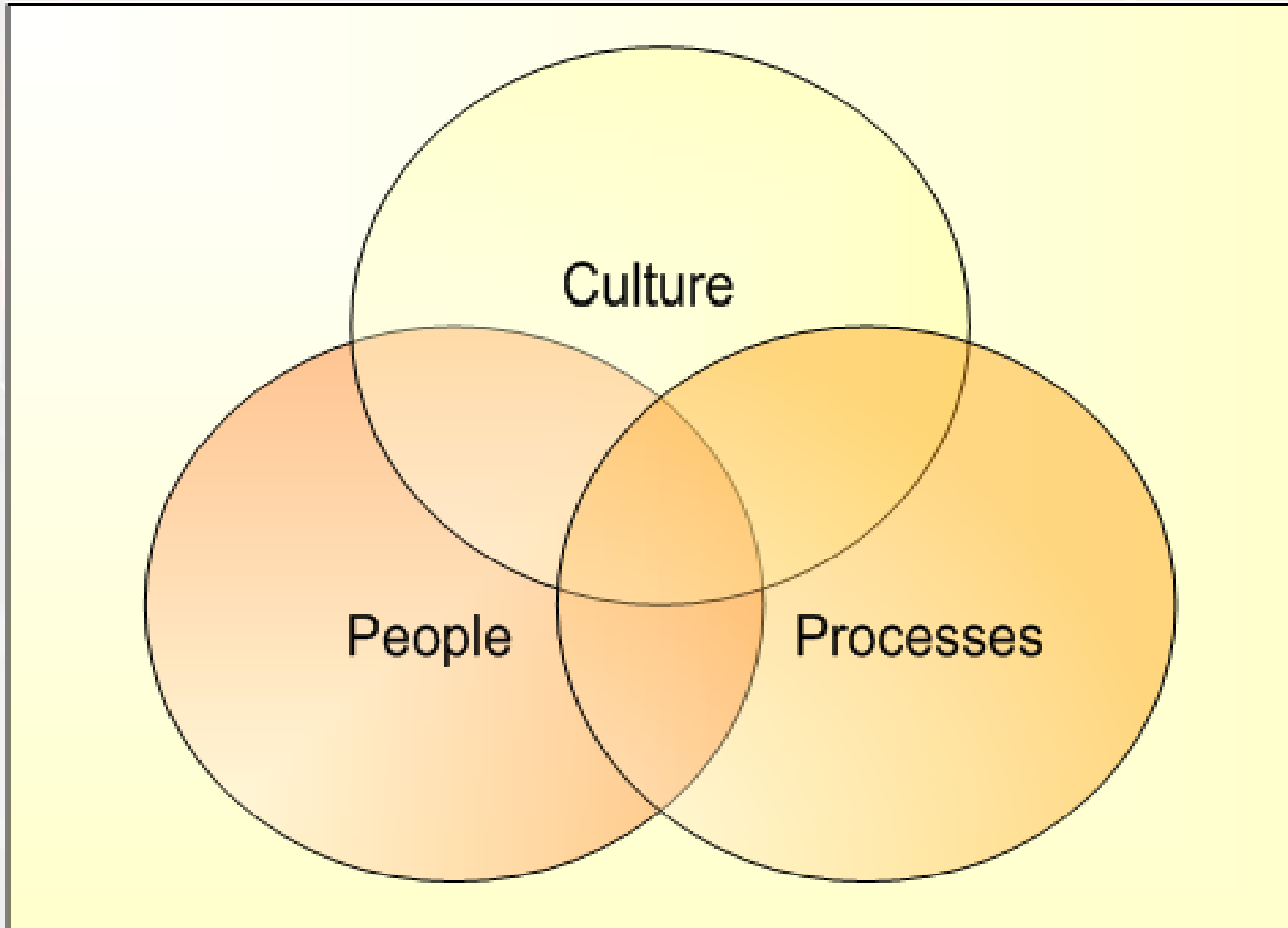




Levels of Change



Change... An Interaction Between





Organizational Change?

- Any alterations in the people, structure, or technology of an organization
 - is constant yet varies in degree and direction
 - produces uncertainty yet is not completely unpredictable
 - creates both threats and opportunities

Managing change - an integral part of every Manager's job



Assumptions

- Everyone is responsible for making change successful.
- There is never enough information.
- The critical skill is “learning how to learn.”
- There is no quick fix.

Assumptions

- Both toxic and tonic.
- Stress-less only for the mindless.
- Challenges people in power.
- Makes the natives restless.



Change Management

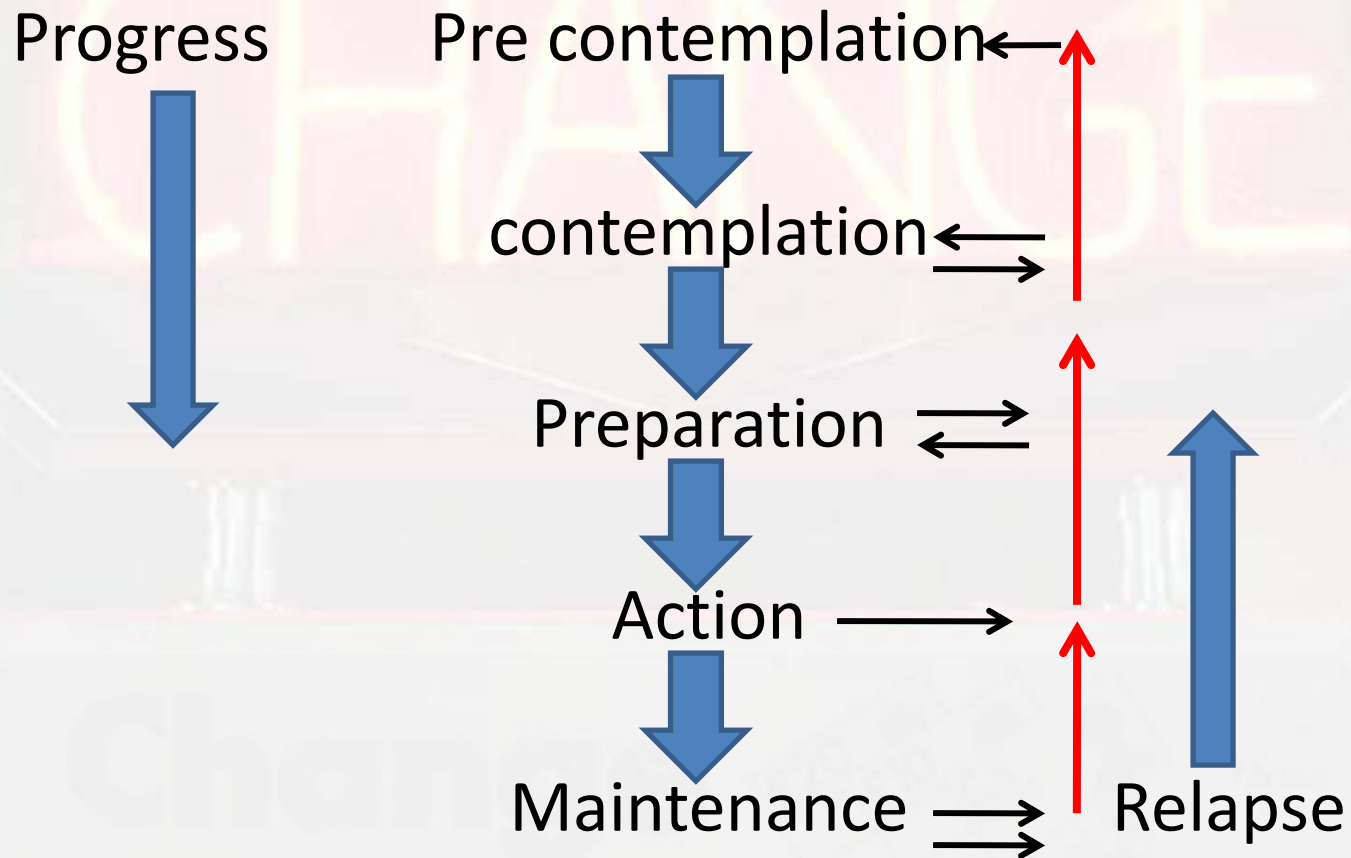
A systematic approach to dealing with change.

Change agent- person(s) who act as catalyst & assumes the responsibility for managing change process

Change intervention- planned action to make things different

Change targets- individual or groups subject to change

Change Process



Phases of Change

Current



Transition



Future



Phases of Change - contd.



Categories of Organizational Change



Structure

- Specialization, hierarchy, control, job redesign, centralization



Technology

- Process, method and equipments



People

- Attitude, perception, behavior

Forces for Change

- External forces
 - Environment



Forces for Change

- External forces
 - Environment
 - Governmental laws and regulations



Forces for Change

- External forces
 - Environment
 - Governmental laws and regulations
 - Technology



Forces for Change

- External forces
 - Environment
 - Governmental laws and regulations
 - Technology
 - Economic changes



Forces for Change

- Internal Forces
 - Changes in organizational strategy



Forces for Change



- Internal Forces
 - Changes in organizational strategy
 - Workforce changes

Forces for Change



- Internal Forces
 - Changes in organizational strategy
 - Workforce changes
 - New equipment

Forces for Change



- Internal Forces
 - Changes in organizational strategy
 - Workforce changes
 - New equipment
 - Attitude/ expectations of Employees

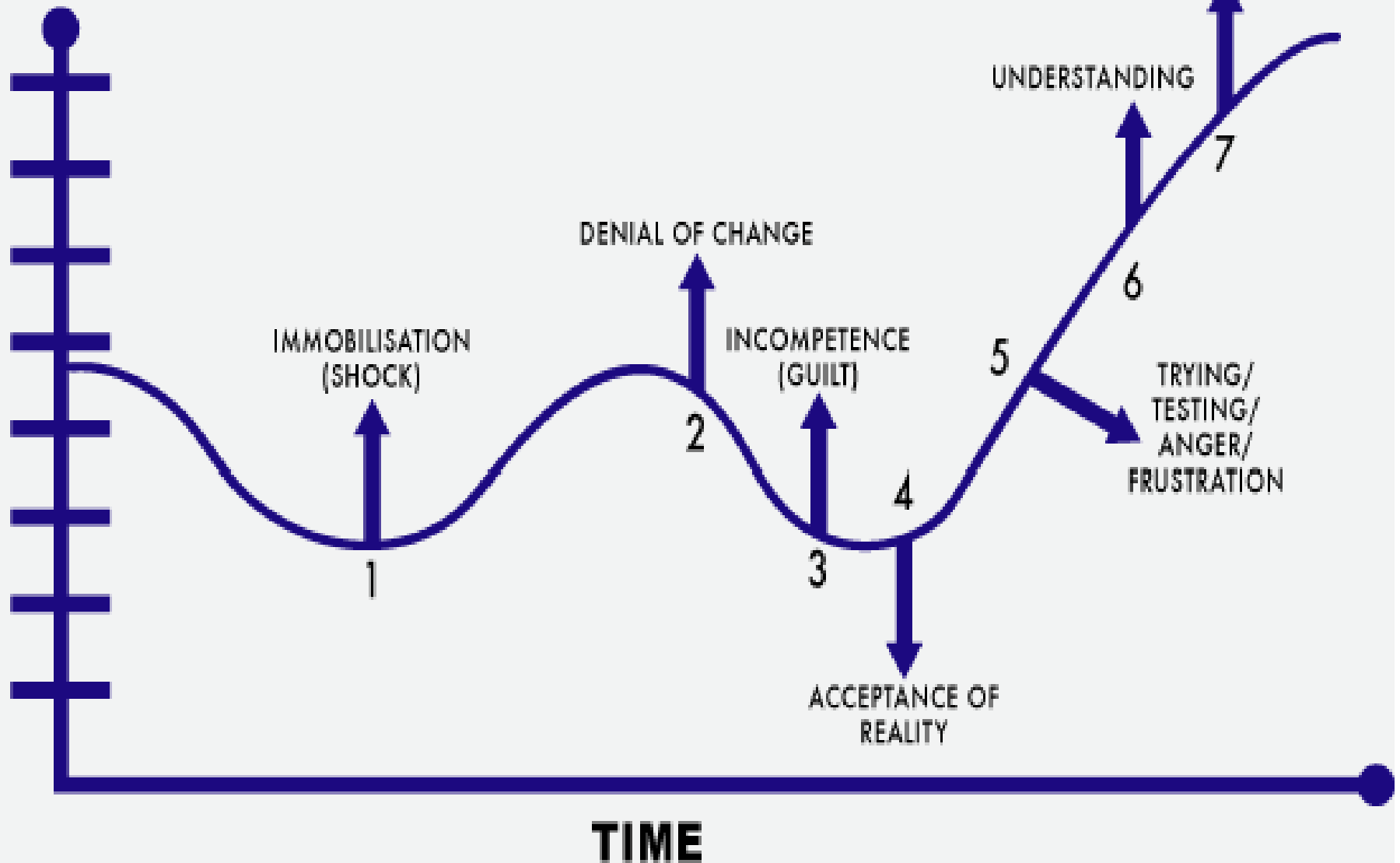
Result

- We will change
- No other alternative
- Behavior – proactive or reactive

THE PROCESS OF CHANGE



COMPETENCE



Resistance to Change

- Rational resistance - lack of proper knowledge or information to evaluate change
- Due to -
 - Time required to adjust
 - Extra effort to relearn
 - Possibility of less desirable conditions
 - Economic costs of change



– Providing information reduces resistance

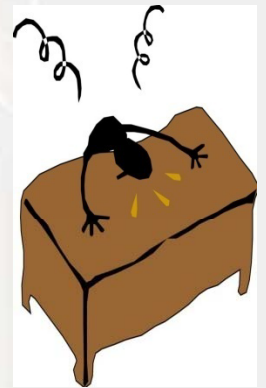
Resistance to Change

- Emotional resistance - perception of how change will affect
 - Involves fear, anxiety, suspicion etc.
 - fear of unknown
 - desire for status quo
 - dislike towards change agent
 - lack of trust in others
 - opposing values
 - friendly ties



Symptoms of Resistance

- Hostility or aggression
 - Complaints
 - Errors
 - Anger
- Apathy/ disinterest
 - Withdrawal
- Absenteeism and tardiness
- Feeling uncomfortable
- Strikes





Benefits of Resistance

- Encourage to re-examine change proposal
- Helps identify specific problem areas where difficulties may arise
 - Corrective actions can be taken
 - Information about intensity of employee emotions on issues
- Release of feelings, able to talk

50 Reasons Not To Change



Implementing Change

- Successful change involves
 - Recognizing need
 - Learning new behaviour
 - Feeling comfortable with new situation



Change Model



Unfreezing

- Create initial motivation to change by convincing people that current stage is undesirable



Changing

- Identify new behaviors and norms
- Communicate
- Adopt new behaviour, attitude and culture



Refreezing

- Reinforce new behaviors through
 - reward systems
 - communications
 - structures



Pre-Planning for Change

Consider People Needs

- Psychological connection of need for competence
- Importance of maintaining equilibrium
- Anticipation creates anxiety and resistance



Pre-Planning contd.

Analyze Gains and Loses

- Actual vs. perceived
- Create dialogue with people involved





Pre-Planning contd.

Maximize Stability

- Introduce change gradually
- Separate impact areas (work skills, power, and social relationships)
- Keep teams and job titles intact
- Clarify goals, policy, strategies, direction
- Maximize supervision, dialogue, interaction
- Offer support and assistance
- Alternate change with stability
- Develop trust and confidence



Pre-Planning contd.

Maximize opportunities for acquiring competency in advance of change

- Maintain skill currency through training
- Provide development opportunities
- Provide long forewarning of change
- Involve personnel and solicit ideas
- Clarify the nature of the change
- Provide time for skill development



Pre-Planning contd.

Supply time and energy “equivalents” relieve persons from some duties

- Modify deadlines on trivial tasks
- Assign assistants
- Provide personal support
- Provide specialist, consultation support
- Allow for time off
- Do not release people immediately after change

Change Management

Methods of introducing change and dealing with resistance

- No universal approach
- Situation determines approach



Change Management Activities

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**Effective
Change
Management**

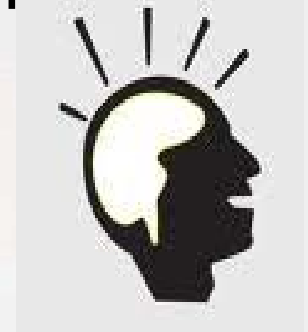
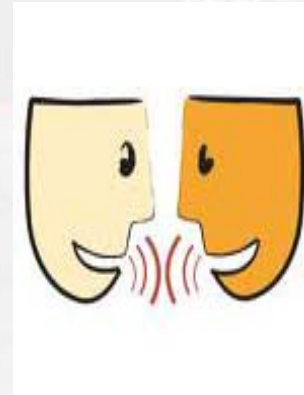
Methods

- Education and Communication
- Participation and Involvement
- Facilitation and Support
- Negotiation and Agreement
- Manipulation and Co-optation
- Explicit and implicit Coercion



Education and Communication

- When
 - lack or inaccurate information is available for analysis
- Once persuaded people will help with implementation of change
- Time consuming



Participation and Involvement

- When
 - initiators do not have all information
 - considerable resistance may occur
- Increased commitment
- Relevant information can be incorporated
- Time consuming



Facilitation and Support

- When
 - resistance due to adjustment problem
- Only approach to deal with adjustment problem
- Time consuming, costly and can still fail



Negotiation and Agreement

- When
 - someone will clearly lose in a change and has power to resist
- Relatively easy way to avoid major resistance
- Can be too expensive if alerts others to negotiate for compliance



Manipulation and Co-optation

- When
 - other tactics do not work or are expensive
- Relatively quick and inexpensive solution to resistance problem
- Can lead to future problems if felt manipulated



Explicit and Implicit Coercion

- When
 - speed is essential and change agents have considerable power
- Fast and effective
- Risky if it leaves people angry at the agent





Thank You

For more details log on to
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