



# Change Management

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Change Management: a process in which an organization introduces and implements change so that it can create better approach/es to achieve its organizational goals.

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Why is it important in developing an organization?

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- It involves managing people and processes to make sure organizational transitions smooth for achieving its goals.

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# Change Management(Ctnd)

Change management (CM) is the method by which an organization communicates and implements change.

This includes a structured approach to managing people and processes through organizational change.(IBM)

19<sup>th</sup> March, 2024(Alexandria Iacoviello, Amanda Downie)

<https://www.ibm.com/topics/change-management>



# Change Management(Ctnd)

Reference:

<https://www.ibm.com/topics/change-management>

# Change Management(Ctnd)

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Views or Theories of Change Management

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**Kotter's**

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**“8-Step Process for Leading Change”**

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John Kotter, a Harvard professor, created his process for professionals

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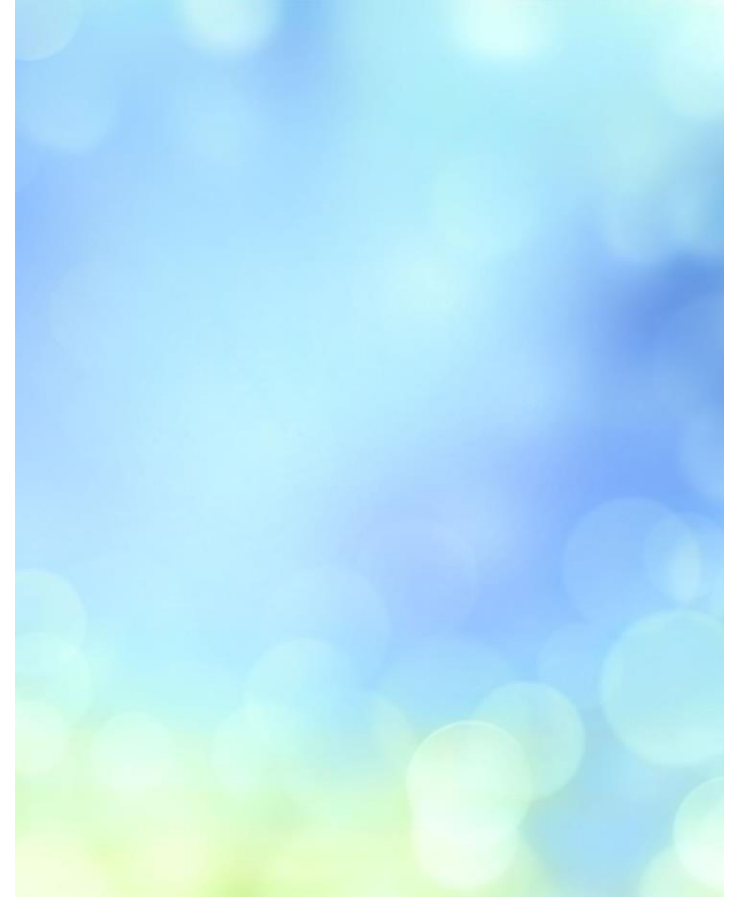
that are tasked with leading change.

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He collected the common success factors of numerous change

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leaders and used them to develop an eight-step process:



# Kotter's 8 Step Model(1996, 2014)

Creating	Creating a sense of urgency for change
Building	Building a guiding a coalition
Forming	Forming a strategic vision and initiatives
Enlisting	Enlisting a volunteer army
Enabling	Enabling action by removing barriers
Generating	Generating short-term wins
Sustaining	Sustaining acceleration
Instituting	Instituting change(Kotter, 1996 & 2014)

# Kotter's Model



REFERENCE:



[HTTPS://WWW.IBM.COM/TOPICS/CHANGE-MANAGEMENT](https://www.ibm.com/topics/change-management)

# Lewin's Change Theory(1940s)

Lewin's Change Management Model,

developed by Kurt Lewin in the 1940s,

remains relevant today.

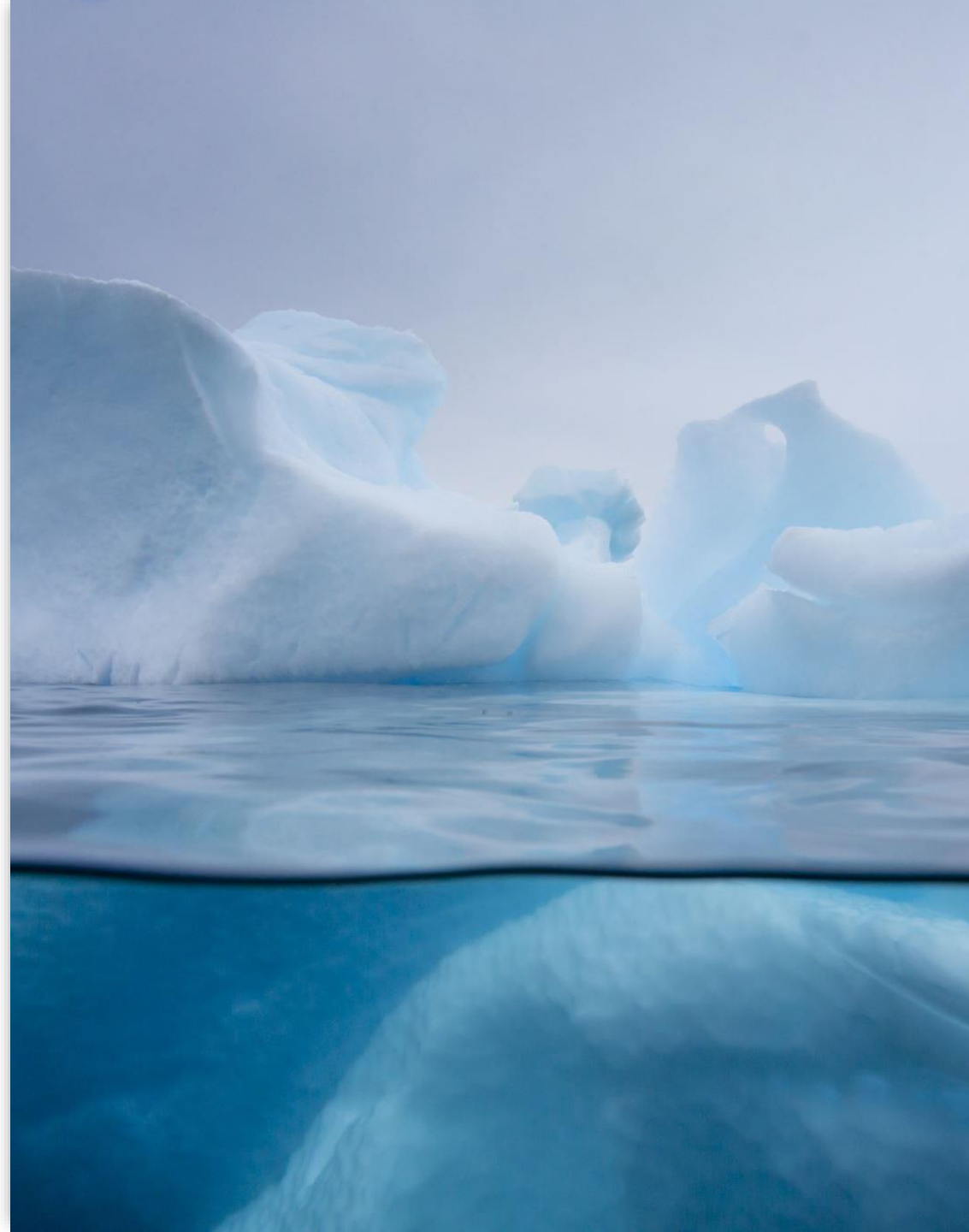
It consists of three stages:

# Lewin's Change Theory(1940s)

## 1. Unfreeze:

In this stage, organizations or individuals recognize the need for change and prepare to let go of existing behaviors or structures.

It's like melting a block of ice to make it malleable.





# Lewin's Change Theory(1940s)

## 2. Change:

- This phase involves implementing the desired changes.
- It's akin to reshaping the melted ice into a new form.
- During this stage, new practices, processes, or behaviors are introduced.

# Lewin's Change Theory(1940s)



**Refreeze:**



After successful change,



the organization or individual solidifies the new state.



Think of it as refreezing the reshaped ice.

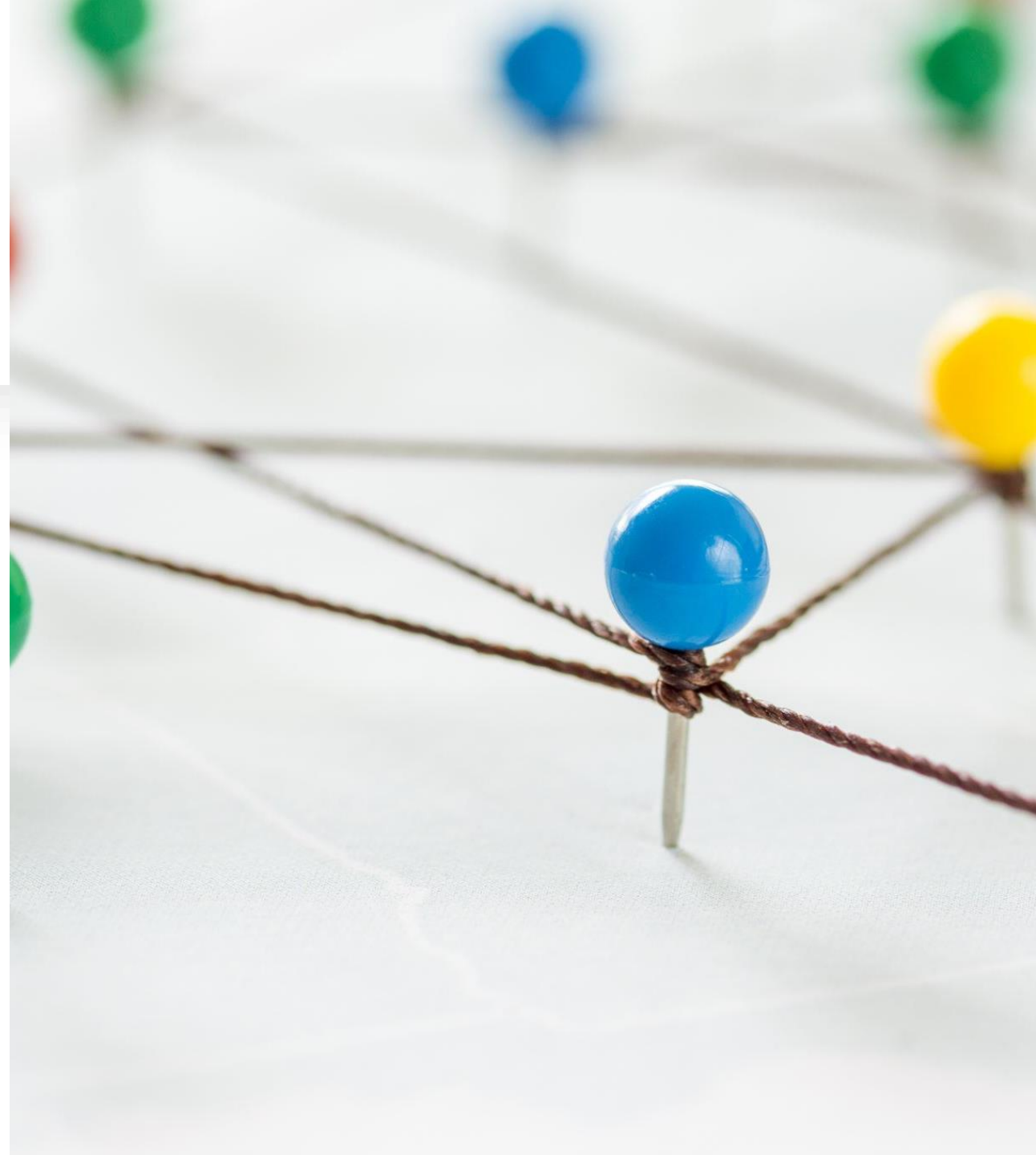


Stability is restored and the new practices become the norm.

# Lewin's Change Theory(1940s)

- Reference:

<https://www.bing.com/search?PC=ED25&FORM=ED25DF&q=change+management+framework&showconv=1>



# Contingency Model of Change Management: Dunphy and Stace's Model of Change

an extended version of Lewin's  
three step

Dunphy and Stace (1988, 1992  
and 1993),

explained

the process of change from the  
transformational

organization perspective.



## Dunphy and Stace (1993)

- a situational or contingency model of change
- emphasized on the fact that
- organizations should vary their change strategies
- in accordance with the environmental changes for arriving at an 'optimum fit'.

# Contingency Model (Cntd)

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organizations differ in terms of structure, processes and key

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values which they espouse

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the organizations may not be influenced by the similar

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situational variables.

# Contingency Model (Cntd)

depending upon the environment, both the managers as

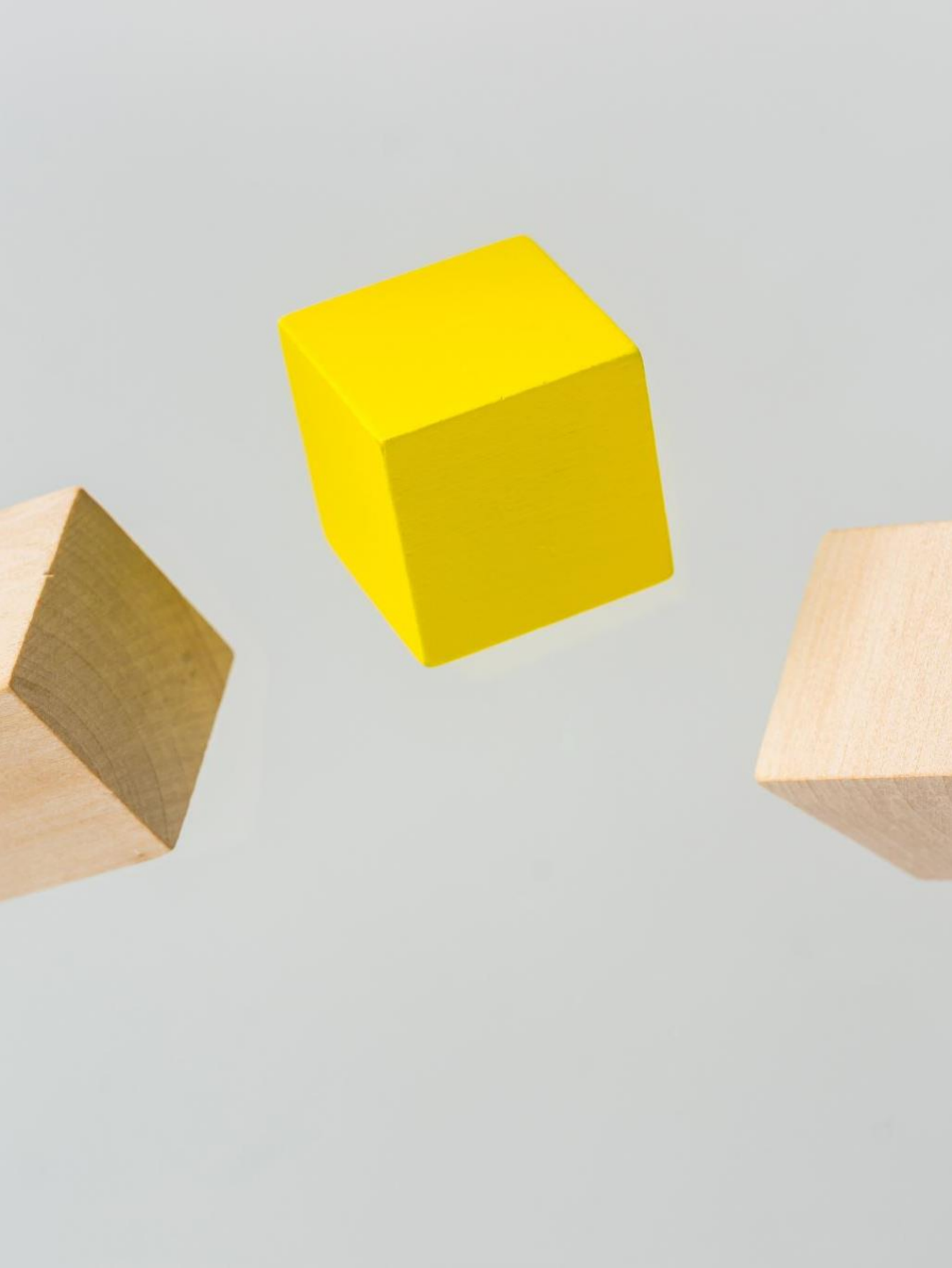
well as the change agents

should vary their change strategies

focus on the environmental factors as well as

the forces of leadership which play a crucial role in any

change process.



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## Four Categories of Contingency Model


- **four different types:**

1. Fine Tuning
2. Modular Transformation
3. Incremental Adjustment
4. Corporate Transformation





## Dunphy and Stance (Cntd)

- Both the authors reckoned that
  - the change need not only happen on an incremental basis
  - But on a radical or discontinuous basis.
  - They equally highlighted that
  - the transformational change could be both consultative as well as coercive in nature.
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## Dunphy and Stace Described 4 Styles of Leadership

### **1. Collaborative Style:**

- attracts large scale participation from the employees of the organization in the important decisions
- related to the future and equally related to the method for implementing organizational change.

# 4 Styles of Leadership (Cntd)

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## 2. Consultative Style:

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The Consultative Style of leaders consult the employees

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before implementing organizational change

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by involving them little in the process of goal setting

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related to their area of expertise.

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# 4 Styles of Leadership (Cntd)


## 3. Directive Style:

- involves least participation from the employees
- in the decision-making process related with the organizational future,
- this kind of leadership uses authority for
- implementing vital decisions related to the organizational change.



## 4 Styles of Leadership (Cntd)

### 4. Coercive Style:

- exercises coercion or force for implementing organizational change
  - on the members of the organization either by involving the outside parties or involving the managers/executives in the process.
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# 4 Styles of Organizational Change

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## 1. Incremental change:

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when an organization is already maintaining its best fit and

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require small changes in certain parameters.

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Hence the change need not be implemented rapidly or

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abruptly to ensure smooth organizational transition.

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# 4 Styles of Organizational Change

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## **2. Transformational change**

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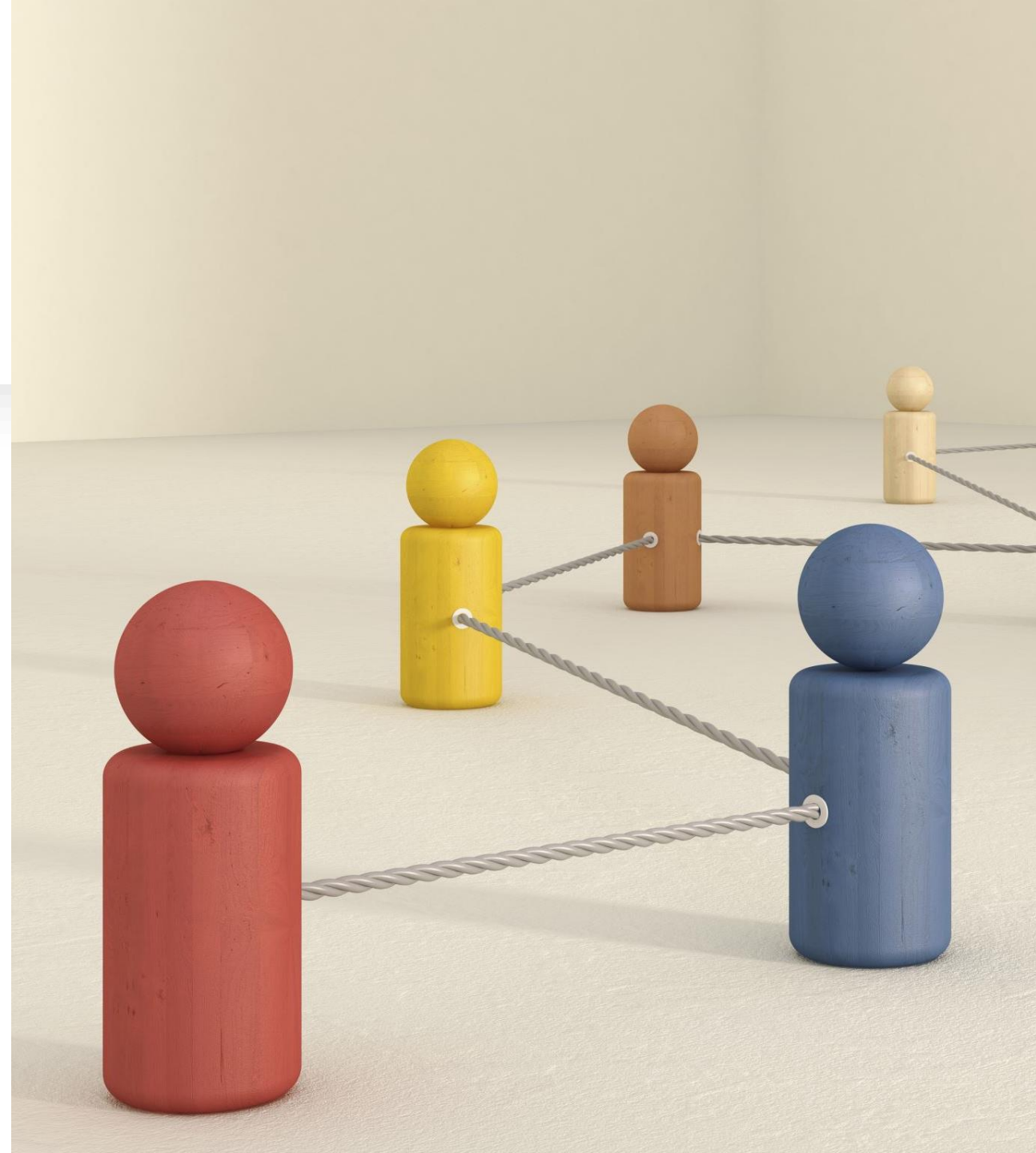
situations when an organization is faced with a position of disequilibrium or is out of the fit,  
a quick action is needed or transformational change is required for ensuring the survivability of the organization.

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# 4 Styles of Organizational Change

## 3. Collaborative mode

- situations when the target employees or the interest groups
- support and cooperate
- in the entire process of change and
- no oppositions are being met with in the ensuing process.





# 4 Styles of Organizational Change

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## 4. Coercive modes:

useful if at all any  
change faces large-  
scale opposition

from the target  
interest groups.

# Reasons of Resistance For Change

- **Agocs, 1997**, organizational resistance
- involves all the organizational behavioral patterns
- which impede or undermines change.

(<https://www.managementstudyguide.com/reasons-for-resistance-to-change.htm>)

# Resistance for Change

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A mild degree of resistance to

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change is considered

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positive as it provides a great

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extent of behavioral stability

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as well as predictability

# Rational and Irrational Resistance

Individual Resistance to Change  
can be classified into the

following categories as below:

Rational vs. Irrational Resistance



# Rational and Irrational Resistance (Cntd)

- **de Jager, 2001**, Rational or Irrational Resistance to Change can be defined as merely a perceptual process.
- Irrational resistance to change does not find too much of a
- mention in the change literature. Hence the irrational
- resistance does not have a clearly defined definition.
- Irrational resistance can only be felt or usually expressed in
- various behavioral forms.



# Rational and Irrational Resistance (Cntd)

- Rational Resistance to Change
  - is backed by logical argument, justification or
  - a reward which can bring about the change.
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# References:



**Management Study Guide Content Team**



<https://www.managementstudyguide.com/contingency-model-of-change-management.htm>