

“CHANGE MANAGEMENT: A CONCEPTUAL FRAMEWORK WITH HR PERSPECTIVE”

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ABSTRACT

Today change is constant and organizational leaders who anticipate change and react rapidly and responsibly are successful. However, the organizational leaders who anticipate and invent the future are even more successful because those who invent the game are the leaders in their industry. Other organizations are followers that adapt to change. Still others are the organizations that do not survive. There are many models that can be used for successful organizational change. Winners respond to the pace and complexity of change. They adapt, learn and act quickly. Losers try to control and master change in the environment. It is important for organizational leaders to identify and use a model for transformation that will help their organizations survive and flourish in the next century and beyond. Change is about continually improving the quality of our current practices or processes, while undergoing renewal through innovation and setting a new strategic direction. Change is essential for the development of more flexible structures, and a culture responsive to organizational change and renewal. The effective management of change is about taking a proactive approach through making changes in a planned and systematic way, using a mix of top-down and bottom-up strategies, listening and leading, concentrating on the core and support components of change, emphasizing the stability of change and the improvements in processes as well as the importance of the new strategic direction. All organizations face internal and external challenges that require them to adapt to new circumstances and change aspects what they are and what they do. No organization is immune, no matter how big, how wealthy or how well run. Change is a constant for all organizations, based on changes to the economy, people entering and leaving organizations, growth and contraction, changes in laws and society, and other internal and external factors. So it can be said that all the organizations are subject to the demands of change. This paper discusses to develop a change management strategy for the organisation, manage the people side of change, not just the business side and actively manage resistance to change.

Key Words: *Change Management, Communication and Transition, Skills Management Uncertainty and Insecurity.*

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INTRODUCTION

Change management” is that the term refers to the task of managing change. Managing change is itself a term that has at least two meanings. One meaning of “managing change” refers to making changes in a planned and managed or systematic fashion. The second meaning of managing change - the response to changes over which an organization exercises little or no control. Finally, It is assumed that change is imminent – either as planned change, or imposed, or stimulated in other fashions. Change management is a set of processes employed to ensure that significant changes are implemented in a controlled and systematic manner. One of the goals of change management is the alignment of people and culture with strategic shifts in the organization. A comprehensive change management strategy should lead to the desired objectives and create a sense of ownership, enable sustained and measurable improvement and build capability to respond to future change. Identifying the boundaries of change management work is important as is identifying the risks and potential mitigation. Different actors in change process have different powers and exert different influences. This paper identifies as to why change management fail and focuses on the various types of resistances posed by individuals, groups and organization. The most significant aspect of change is, understanding people’s side of change, not only business side.

RESEARCH OBJECTIVES & METHODOLOGY

The objective of this study is to gain an overview of change management processes within the context of an organization. The following research questions are answered:

1. Why change management fail in an organization?
2. What are the most common problems in managing Change?
3. How to deal with people’s side of change rather than business side?
4. How to manage change to overcome the problems?

This study is based on secondary data which has been collected from the relevant literature consisting of research studies, magazines, journals, reviews, information collected from the internet and publications by various academic organizations, management experts and researchers.

REVIEW OF LITERATURE

Many articles are devoted to identifying change factors from both the external and internal environments. As organizations face the dynamic, changing environment, they are required to adapt, change and in some cases, totally transform. Earlier research examines environmental factors that motivate organizations to change in response to external environmental threats

and opportunities and focus on environmental factors that may motivate organizations to change (Kotter, 1996; Lawrence, 1990; Hedberg, Nystrom and Starbuck, 1976) showing that there are many driving forces that trigger the need for change. The most widely-stated causes come from macro-environmental factors such as major economic and political changes, technological advances, rapid expansion in the global marketplace and altering demographic and social structures (George and Jones, 2002). Organizations go through various internal change processes throughout their normal life cycle where organizational leaders may create change-driving forces within the organization. Often, the revolutionary types of change that result from restructuring and reengineering are necessary only because an organization and its managers ignored or were unaware of changes in the environment and did not make incremental changes as needed. Regardless of which forces cause organizations to see the need for change, organizational leaders continue to struggle to maintain or increase their companies. Competitive advantage as rapid changes occur both in the external and internal environments. Conclusions drawn by these researchers are that the driving forces for organizational change are the result of the need to constantly improve productivity and efficiency (Arnetz, 2005). Once organizational leaders realize the need for change, they also face challenges in terms of successfully implementing initiatives that will lead to change. When an organization is going through change, it is time for management to exercise leadership. They should become the role models for the rest of the staff and exhibit behaviours that demonstrate what is expected from employees in relation to the change. Change management models and theories, which have been developed so far, are many, some of them are:

- The Action Research Model (Collier, 1945; Lewin, 1946; Schein, 1980);
- Lewin's Three-Step Model (Lewin, 1945; Lewin, 1951);
- Schein's Extension of Lewin's Change Model (Schein, 1980);
- The Lippit, Watson and Westley model of planned change which expanded Lewin's Three-Step Model to a Five-Phase Model (Lippit, Watson, and Westley 1958);
- Kotter's Strategic Eight-Step Model (Kotter, 1996);
- Mento, Jones and Dirmdofer's Twelve-Step Model (Mento, Jones, Dirmdofer.s 2002);
- Jick's Ten-Step Model (Jick, 2003; Jick, 2001);
- Shield's five-step model (Schield, 1999).

Major differences in changes today and those of previous eras are:

- (a) The simultaneous nature of the changes;

- (b) The speed at which the different types of change occur;
- (c) The complexity of changes,
- (d) The immediate communication and impact of the changes throughout the world;
- (e) The need for individuals as well as leaders of organizations and nations to step up and immediately make decisions and address problems, issues and resolution.

WHY CHANGE MANAGEMENT FAIL?

(i) Misunderstanding about Change Management: The issue of organizational and institutional change is accorded relatively light treatment in practical development situations. There is little grasp of the issue and not even the language to articulate organizational change issues. Conversely, insufficient understanding of the development context, in particular, the constraints embedded in bureaucratic systems, organizational culture and the structure of human interactions can be a stumbling block to change management processes.

(ii) Unguided Change Management: Organizational leaders tasked with managing change are engaged in 'a great venture of exploration, risk, discovery, and change, without any comprehensive maps for guidance'. A mapping of change management process steps, and ensuring it is consulted on, widely disseminated and agreed to, is key to its relevance and effectiveness. Beyond a mapping of steps, guiding the process step-by-step is critical to its success, with internal champions playing the primary role and facilitated by process facilitators as required.

(iii) Unpredictable Results: Change management exercises are highly unpredictable in terms of what they achieve. Management experts' opinions converge on several causes that can derail change efforts. What we do know is that change management shifts roles and capacities of different actors, which in turn shifts the existing bases of power. Building in risk assessments and accounting for such initial instability, while managing its boundaries through managing people's expectations and concerns, is a necessary part of organizational change strategy. Putting in place clear and consistent messages regarding the change process, regular and open stakeholder consultations, airing of grievances, and putting in place feedback and learning mechanisms to enable adaptation during the course of the change process have been essential to those more effective change management processes.

(iv) Lack of Support: Failure to motivate or convince leadership and middle management of the need for change often leads to the unraveling of a change process, and certainly does not enable the sustainability of even early results. A key result could be one that requires a cross-departmental response that needs the buy-in of all.

(v) Un-Sustained Change Management Results: It is often difficult for leaders and managers to maintain focus on the change initiative. Where this is seen to be working, a focused effort to nurture the change environment and reward incremental successes is evident. Developing leadership skills, clarifying roles and getting stakeholders on board are all necessary for successful change interventions.

RESISTANCE TO CHANGE

Change is a common occurrence within organizations, and resistance to change is just as common. The top obstacle to successful change is employee resistance at all levels: front-line, middle managers, and senior managers. There are several types of resistance to change. Understanding these different types can help in understanding ways to reduce resistance and encourage compliance with change. Resistance to change can be broken down into three groups: organization-level resistance, group-level resistance, and individual-level resistance. Each of these groups can be broken down further.

1. Organization-Level Resistance- Organization-level resistance includes resistance to change due to the following reasons:

(a) Power and Conflict - Resistance to change due to power and conflict occurs when a change may benefit one department within the organization while harming another department within the organization.

(b) Functional Orientation - Resistance to change due to differences in functional orientation occurs because employees or departments with different functions will see problems and issues differently, thus making it harder to come to consensus regarding change.

(c) Mechanistic Structure - Resistance to change due to mechanistic structure occurs because employees working "within a mechanistic structure are expected to act in certain ways and do not develop the initiative to adjust their behaviour to changing conditions".

(d) Organizational Culture - Resistance due to organizational culture occurs when organizational change disrupts the values and norms within the organizational culture.

2. Group-Level Resistance - Group-level resistance includes resistance to change due to the following reasons:

(a) Group Norms - Resistance due to group norms occurs when change alters interactions between group members due to changes in task and role relationships within a group.

(b) Group Cohesiveness - Resistance due to group cohesiveness occurs because members of a cohesive group wish to keep things, such as members or tasks, the same within the group.

(c) **Groupthink:** Resistance due to groupthink occurs because members ignore negative information, even when they realize that their decisions are wrong, in order to agree with each other, thus making a change in group behaviour incredibly difficult.

3. Individual-Level Resistance- Individual-level resistance includes resistance to change due to the following reasons:

(a) **Uncertainty and Insecurity** - Resistance due to uncertainty and insecurity occurs because employees do not know what the outcome of the change will be. Uncertainty is the lack of information out future events. It represents a fear of unknown. People with a high need for security are also likely to resist change because it threatens their feelings of safety.

(b) **Self Interest-** Individual seeks to protect a status quo with which they are content due to their vested interest. People invest their efforts and commitment in systems, procedures and technologies to make them work. They may have personal stake in their specialized skills. Thus threat to the interest and values of individuals generate resistance to change.

(c) **Emotional Side Effects:** Those who are forced to accept on the job changes commonly experience emotional side effects. They feel a sense of loss over past ways of doing the things. This generates resistance.

(d) **Habit** - Resistance due to habit occurs when employees are comfortable in their daily habits and do not want to alter them due to change. Habits are hard to break. They are sometimes serious constraints to change. People resist change due to their habits which has been developed over the years.

EXHIBITING RESISTANCE TO CHANGE

There are three ways that employees may exhibit resistance to change:

(i) **Passive Resistance** - It refers to negative feelings and opinions regarding the change. Signs of passive resistance may include "agreeing verbally but not following through, feigning ignorance and withholding information".

(ii) **Active Resistance** - It refers to actively opposing the change. Signs of active resistance may include strikes or increased absenteeism.

(iii) **Aggressive Resistance** - It refers to behaviour that actually blocks the change. Signs of aggressive resistance may include subversion or sabotage. Aggressive resistance is rare and can become dangerous. Therefore, aggressive resistance should never be allowed.

DEALING WITH PEOPLE'S SIDE OF CHANGE

The people are the assets of organization. Moreover, they can be characterized by all manner of sizes, shapes, colours, intelligence and ability levels, gender, sexual preferences, national

origins, religious beliefs, attitudes toward life and work, personalities, and priorities. These are just a few of the dimensions along which people vary. We have to deal with them all. The skills most needed in this area are those that typically fall under the heading of communication or interpersonal skills. To be effective, we must be able to listen and listen actively, to restate, to reflect, to clarify without interrogating, to draw out the speaker, to lead or channel a discussion, to plant ideas, and to develop them. More important, we have to learn to see things through the eyes of these other inhabitants of the organizational world. The behaviour of organizational workers at all levels determines what organizational changes can be made and what real benefits will be drawn from them. People must therefore understand change and be willing and able to embrace it. This can only be done if they are willing to learn new knowledge, absorb more information, upgrade their skills, and modify their work habits, values and attitudes. No real lasting changes can occur without a change in attitude and behaviour. The people do not strongly express resistance when the proposed changes are initially unveiled because there is widespread denial that the changes will be pushed through. But depression typically follows denial, anger, and bargaining. Depression is the critical period that must be made as brief as possible to allow the targets of change to at least conditionally accept the changes and begin testing new behaviours. During the denial period, any thoughts that the organization might abandon the proposed changes should not be reinforced. In a sense, we need to “kill” the status quo in the minds of personnel before they can move on to the new vision the organization has for the future. However, we must understand that many staff members have a stake in the status quo. During the anger period, we should remain as unemotional and rational as possible. Displays of compassion and understanding are appropriate; portraying the positive aspects of organizational life that one can expect once the change initiatives are completed is also important. Allow for some venting of frustration, but reinforce the absolute necessity for change. The bargaining phase is a good time to express some flexibility in the details of implementation and invite change makers to participate in refining implementation plans. In times of change, especially large-scale organizational change, executives and managers alike make the mistake of thinking that if people are ordered to change, they will. This is a tragic misunderstanding of human behaviour and often leads managers and executives to respond. We, as humans, do not change simply from gaining information - people change because they support and trust their leaders. Transformation happens over time. Change requires the time that it requires, but managing the process helps acceptance of change come about more quickly, building on your

momentum - organizations not only aid in the acceptance of the current transformation at hand, but begin to make change a part of the core culture of the organization.

PROPOSED ACTION PLAN FOR MANAGING CHANGE

The following phases are best practice recommendations that can help ensure successful results in change management:

1. Create a Sense of Urgency: The first step in successful change management is to clearly and concisely define the problem statement as the foundation and input into creating the change management vision. If the executive management team cannot compellingly articulate the change imperative, then it will be very difficult to create the future vision and underlying reasons for change that are required in order to get everyone in the company on board with the vision. The sense of urgency must be real. Change management is never to be about deception. Effective change requires an open and honest dialogue between leadership, management and employees so that each person in the organization understands the change imperative.

2. Develop Team Leadership: Once the dialogue has been opened that change is necessary, senior management must work on developing a leadership team that will help carry out the vision for the change. In each organization, strong change leaders exist. These agents of change control power centers within the organization and possess the capacity to generate and use power or influence in the change process. Look beyond the traditional hierarchy and build a team from a variety of departments and roles, ensuring that power centre members have been identified and included.

3. Create a Vision for the Change: To guide the change process, the change coalition must develop a map for the transformation inclusive of a clear vision that spells out your ultimate goal for the future of the organization. The change management team must work diligently to guide the organization's destiny in the desired direction based on realistic planning, transparency, strong leadership and action. With the desired key outcomes of the change program in mind, the vision statement for change should be crafted. Spell out the roles of each key staff member in your vision, and boil down your ultimate "vision speech" to one or two short sentences. Think of this as the marketing pitch for the change program. Your vision should reflect the values and goals you are after, and your staff should understand and be able to describe the vision. These words should be polished until you have a vision statement inspiring enough to energize and motivate people inside and outside your organization.

4. Communicate the Vision: Once the vision statement is in place, the real work begins. To truly shape behaviour around the mission, the statement must influence day-to-day behaviour, leadership and problem solving. Inevitably, competing communications within an organization can easily crowd out the goal and vision. To help keep the message at the forefront, frequently and powerfully communicate the vision. Talk about it often using it daily to guide decisions. Most importantly, lead by example. Make sure the top levels of the organization are following and shaping their behaviour to meet the company's desired mission.

5. Remove Hurdles: Change, even when positive, is difficult for most people. As a leader, it's important to understand the Change Curve and all of its associated behaviours, recognizing the natural barriers to change that exist and planning the appropriate actions to help remove obstacles that will prevent employees from achieving the goals set out for them. Put in a plan to identify barriers, and if necessary, hire and assign change leaders or agents who can continuously deliver on your mission. Provide recognition and incentives for those who are helping to implement the change, and help those who are struggling to adapt. If necessary, take action to remove the barriers preventing the process.

6. Foster Wins: Instituting change is a process, and it's easy for an organization to get discouraged if employees are seeing little benefit early on. It's therefore important to break the process down into stages and motivate employees to reach milestones along the way. To keep momentum going, look for sure-fire projects that can be successfully carried out, and preferably, pick projects that are inexpensive to implement. Finally, clearly reward those who are meeting the initial goals and celebrate those successful changes.

7. Continuous Efforts: It may be easy to rest after seeing initial projects and goals being met. Don't fall into the trap of taking off the pressure and losing sight of your vision. Remember that real change is a long process that takes continual effort and motivation. To that end, continuously look for improvements, strive to set new goals, and keep ideas fresh by bringing in innovative ideas and leaders. The change management team must continuously re-evaluate the program and make modifications to the strategy and tactics as more information is uncovered.

8. Participation and Involvement: Those affected by the change can be allowed participation in designing and implementing the change. Ad-hoc committees or taskforces can be useful vehicles for involvement. This result is in commitment, not just compliance.

9. Employee Security: The existing employee's benefits must be protected. Security during a period of change must be ensured. Seniority rights, opportunities for advancement and other benefits should be safeguarded when a change is made.

10. Make it a Habit: Remember that lasting change is a continuous process; to make change and a new vision part of an organization's core, the leadership team must keep the vision at hand. New employees need to be trained and shaped around the vision in order for it to become institutionalized. To help change stick and become part of an organization's fabric, talk about progress often. Recognize success frequently. Publicly recognize those who contribute so they feel valued. Finally, as key leaders who helped institute the change move on, create a replacement plan that will keep their contributions going.

LIMITATIONS OF THE STUDY

This present study is based on secondary data only. The concept of change management has been studied quite extensively in the existing literature. The concept of change and change management is greatly based on individual's perception of a particular situation and therefore it is hard to provide any specific data that could be generalized to every situation.

CONCLUSION

This era is one of rapid change, sophisticated communication and technological systems and variables that make preparation for the future complex and fast-paced. In order to be able to be a winner in this type of environment, processes and relationships must be streamlined, non value added activities must be eliminated and people at all levels in organizations must be empowered to rapidly make decisions and held accountable for those decisions. In today's world of constant, complex change, organizational leaders who react rapidly and responsibly are successful. The organizational leaders who anticipate and invent the future are even more successful because they are the leaders in their organizations and their industries. The organizations that do not survive are those that are led by people who fail to invent the future or even adapt to change. This paper identifies the various problems of change and discusses to develop a change management strategy for the organization, manage the people side of change, not just the business side. This paper also proposed action plan to manage change more efficiently and effectively. So the organizations that handle the change process effectively reduce the time required for changing in the future, by building an environment that accepts, expects and embraces change and thereby creating a change culture.

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