

UNIT 4 : MANAGEMENT OF CHANGE

Meaning of Change Management:

Change management is a systematic approach to dealing with the transition or transformation of an organization's goals, processes or technologies. The purpose of change management is to implement strategies for effecting change, controlling change and helping people to adapt to change. Importance of planned change

- **Increased productivity:** Planned change helps increase productivity and serviceability. On the other hand, change without a plan might not help that much to increase productivity.
- **Enhancement of quality:** Enhancement of quality deserves a planned change in an organization. The quality of the goods is the condition of the success of the organization.
- **Facing completion:** If the change process starts in a planned way that can help face competition successfully. Otherwise, it may be difficult.
- **Technological change:** Planned change can also help in technological change, which type of technology is to be installed, that decision is supposed to take through a proper plan.
- **Customer satisfaction:** Customer satisfaction is one of the prime objectives of the organizations. That satisfaction can also be increased and retained in a planned way.
- **Expansion of market:** Every organization wants to expand its business. This expansion program should be taken with an effective plan.
- **Satisfaction of owners:** Owner's and manager's satisfaction is one of the prime implied objectives of establishing an organization. This objective may be achieved if it is tried in a planned way.
- **Complying with laws:** Some changes take place in compliance with law provisions. In honour of law provisions, change is initiated
- **Development of manpower:** Manpower training and development is a continuous process. If this process is undertaken in a planned way that can help the organization to gain long term benefits

THEORIES OF PLANNED CHANGE

There are three significant organizational change or planned change theories used to help the organizational members manage the change.

1 . Lewin's change model:

- Kurt Lewin's model (1951) originates from Force Field Analysis (or the Force Field Model), a means by which to understand change processes in organizations. To thrive, an organization must unfreeze the driving and restraining forces, introduce an imbalance (increase the drivers, reduce the restraints – or both), and, finally, refreeze the forces.
- This final step brings an organization back into "quasi-equilibrium." Lewin's model is the basis for comprehending organizational change. It was developed by Kurt Lewin and had three steps in it.
- Lewin's change model suggests increasing the factors which push for change in the organization and reduce the forces or factors which promote to maintain the existing state in the organization. This produces reduced tension and also less resistance to change.

There are three primary steps in this model which are as follows:

1. Unfreezing As the name suggests, this step involves the reduction of the factors which maintain the existing organizational behaviour at the current level. This is why it is named as unfreezing because the

existing state is unfrozen here. Unfreezing is sometimes accomplished by the causes of psychological disconfirmation

2. Moving In moving, there is the displacement of existing organizational behaviour, Individual or department, to a different level. It also involves interfering in the present system to develop new attitudes and values and relevant change in the organization.

3. Refreezing In this step, the stabilization of the organizational equilibrium occurs. Supporting mechanisms and procedures are used to achieve refreezing, which forces the new organizational state

2. Action Research Model

- Planned change is a cycle, and the action research model focuses on the planned change as the cycle. The primary research about the organization gives information to guide further action. The results are assessed to provide information to guide further action.
- Action research has the objective of assisting companies with implementing their planned change. Also, it is aimed at developing general knowledge gathered from implementing the planned change so that it can be applied to other companies as well.
- The action research was developed to have a two focus on changing and knowledge generation; it has been changed and adopted to efforts in which the primary emphasis is on the planned change

8 main steps of the action research model:

- Problem identification – typically by an executive
- Consultation with behavioral science expert – like Dan Ariely
- 3. Data gathering (interviews, observation, questionnaire, performance data) and preliminary diagnosis
- Feedback to key client/group
- Joint diagnosis of a problem
- Joint action planning
- Action (the actual "moving" from one state to another)
- Data gathering after action (often leads to re-diagnosis and new action)

3. Positive model

- A third important model is the positive model. This model represents a notable departure from both Lewin's model and the specifics of action research.
- While the latter are "deficit"-based (they focus on problems/scarcity), the positive model focuses on what the organization is doing right and how existing capabilities can be used to help the organization reach new heights

The positive model is also about:

- Positive expectations that create anticipation that directs behavior towards making things happen (see Tesla and SpaceX)
- Applying a process called appreciative inquiry. This process infuses a positive value orientation into analyzing and changing organizations

- Promoting member involvement and creating a shared vision; the shared appreciation acts as a guide of what the organization could be

Basic Steps In Planned Change

1. Identification of the need

The need for recognition happens at a higher level of the organization, which involves senior management. They are the ones who recognize that there is a need to change. The change may be necessitated due to external or internal forces, and the senior management determines it.

2. Develop goals of change

Goals that change are necessary to be defined before the starting of the planned change. Evaluation of both threats as well as opportunities should be done, and the required changes in specific terms should be determined like the changes required for the product, culture, etc. Specific goals should be designed for them.

3. Change agent

As the name suggests, is the one who drives change in the organization. He may be internal or external. The change agent should realize the things which need a change, be it a product, culture, or other things in the organization. He is expected to be open to suggestions and ideas and also should support the execution of the suggestions into daily practice

4. Analysis of the current situation

- In this step, an analysis of the existing situation is performed. The change agent, which is selected, gathers data about the organization's current situation. This data gathering has only one intention, which is to help the existing employees prepare .
- To push the employees to adopt the change, the negative feedback of the existing situation must be imparted on them. This will motivate them to shun the existing situation and go to adopt the new change, which is planned.

5. Select the implementation method

- Now that the current method is analyzed and evaluated, different possible methods of implementation would be presented. Once all the queries are solved, the chosen plan is selected for the implementation. Managers ensure that they are self-motivated towards the change.
- They visit organizations that have implemented new ideas, talk to people who have different views and ideas, and do everything needed to stay motivated for the change since they are the ones who will drive the change in their respective teams.

6. Developing a plan

- As the name suggests, in this step, planning takes place. Specifics of the plan such as what, where, and how is determined in this step, and the plan is expected to act like a GPS map providing direction for the organization.
- If there are any events or activities which would drive the change, then such events should be timed to integrate the change process. Department-wise or person-wise responsibility is delegated to accomplish their respective objectives

7. Implementation of the selected plan

- There could be multiple plans in the process, some of which may be rejected and is one of which will be selected. After all the queries are answered, the plan is put into effect. Everyday problems faced by employees during the implementation of change can dilute the excitement of the change.
- It is the responsibility of the managers to maintain the excitement for the change by providing the required resources to their employees. They can also ask employees to develop new skills, and reiterate the change by having a strong support system for those employees who drive the change in their teams or themselves.

8. Follow-up and evaluation

The goals which were defined before the initiation of the change process are compared to the results which are obtained and changes if any, are done in the implementation process to obtain the desired results. If necessary, a follow up should be done to determine the completion since a positive result is expected by implementing the planned change.

ACTORS AFFECTING/INFLUENCING ORGANIZATIONAL CHANGE

I. INTERNAL FACTORS

Internal factors are those which are originated from an organization itself. These are predictable factors because these lie within organization. Leadership and management has clear understanding and quickly analyze that what are internal factors and how can organization respond to these and embark on journey of making change. Following are some of the key internal factors which affect organizational change.

A. Vision Some organizations are vision focused. Such organizations continuously make changes to achieve its vision. These organizations also have tendency to revisit and redefine vision. And this is key force behind accepting and executing changes.

B. Values Organizations core values are also driver of change. For instance, values like gender balance, cultural and ethnic diversity etc are some powerful principles that often lead to big changes in organizational strategies and processes

C. Organizational Culture Organizational culture has a powerful impact on the future of the organization. If work place culture is vibrant, dynamic and leadership encourages creativity, then it is likely that organization accepts and implements change.

D. Core Expertise Core expertise of an organization also dictate change. If organization is strong in one technical area, it will create innovative solutions and disrupt the existing methods and culture of the entire industry.

E. Leadership Sometimes change in leadership is the reason behind organizational change. Every new leadership brings new vision, new strategies and new working culture to his/her organization. So new leadership is a strong internal factor which affects change.

F. Performance This is perhaps the most important factor which drives change. Good Leaders makes strategic shift in their approach to business when performance of an organization is not satisfactory. Then, drastic changes are made in role and responsibilities of different players within organization to perform better in industry.

G. Employees Confidence of an organization to make change depends on attitude and skills of its employees. If employees approve and accept change and their skills are also in line with intended change then there is more chance that organization will be successful in managing change.

II. EXTERNAL FACTORS AFFECTING ORGANIZATION

- Organizations function in a large environment. This environment around organizations includes customers, government, policy and laws, social norms, economy, technology, competitors etc. All of these exist mainly outside of an organization which has no control over these.
- Besides control, Leadership and managers even have less understanding and knowledge about external changes. So these external factors also drive organizational change. The external factors of organizational change are difficult to manage because these are unpredictable than the internal factors. Following are some of the key external factors that affect organizational change.

A. New Opportunities Economic growth brings new business opportunities. And organizations expand when they seize new opportunities in the market. For this to happen organization makes changes in their strategies, acquires new expertise and takes new staff on board.

B. Fashion Latest trends dictate changes. For instance, people are becoming more sensitive about health and hygiene. So organizations are offering healthy products and communicating to their customers that how much they take care of health and hygiene of the customers.

C. Competition Competition is getting tougher every day. Organizations innovate new marketing tools and strategies and disrupt the entire trend of market. It is such a compelling factor that every player of the industry has to respond and develop its own strategy to survive and thrive in market.

D. New Technology Technology is also a powerful factor which shapes changes. In this digital world, organizations need to upgrade technologies in order to remain competitive in the market. For instance, it is absolutely necessary nowadays for every organization to have its presence on online marketing platforms which was not the case ten years ago.

E. Government Regulation Government laws and regulation such as trade policies, taxation, industry specific regulation, labour laws greatly affect the way of doing business. Organizations need to stay vigilant in connection to government policies and adapt to changes.

F. Politics and Economy Internal and external politics and economy also affect business. One single event can damage a country's economy. Organizations need to closely follow and analyze political events and economy and make changes as situations demand.

G. Social Change The social changes refer to change in norms, change in level of education, urbanization, migration etc. These social changes are also powerful external factors which affect the environment which push organizational change to make change.

ACTIVITIES CONTRIBUTING TO EFFECTIVE CHANGE MANAGEMENT:

1. Motivating Change

- The first activity includes creating a readiness for change and developing approaches to overcome resistance. Organization members generally do not support change unless compelling reasons convince them otherwise.
- Therefore, leadership must educate the campus community about the need for change, disclose the institution's current status and where it needs to be in the future, and convey realistic expectations about how change might be accomplished. Institutional leaders should also recognize that people are likely to resist change for a variety of reasons, including fear of the unknown or whether their current skills will be valued in the future.
- Leaders should listen and learn how people are experiencing change by extending empathy and support to address resistance. People need to feel that their concerns are being heard. Finally, leaders must involve individuals directly in planning and implementing change because people need to feel that the approach to change includes their input and involvement.

2. Creating a Vision

The second activity involves creating a vision of what the campus community wants the institution to look like or become. Leaders must express a clear vision that provides a purpose and reason, describes the desired future state, and energizes commitment from the organization's people. Moreover, it is critically important that organization members believe that the vision is relevant and realistic. Research indicates that compelling visions must do two key things:

- Describe the core ideology of an institution (i.e., the motivation that brings people to work each day and gives work meaning)
- Construct an envisioned future that vividly reflects the specific change being considered

3. Developing Political Support

- Matters of power and politics are critically important to recognize and manage during organizational change activities. Attempts to change an organization often threaten the balance of power among individuals and groups, resulting in political conflicts.
- For success, the change effort must leverage all key power players who are recognized as having strong expertise, influence and integrity. In managing the political dynamics of change, the first task is to evaluate the change agent's sources of power to determine how to influence others in support of changes as well as to detect areas that need to be strengthened.
- Second, change agents should identify key stakeholders such as faculty, staff and administrators with interest in the changes. And the third task involves using power to influence stakeholders and motivate a critical mass for change.

4. Managing Transition

- This activity involves moving from an existing state to a desired future state—such movement requires a transition period of actions to help implement the conditions needed to reach the desired future. Three major tasks aid in the facilitation of the transition: activity planning, commitment planning and change management structures.
- Activity planning provides a roadmap of the specific activities and events that must occur during the transition period for the change to be successful. It should include discrete tasks and remain flexible for regular feedback.
- For commitment planning, specific plans for identifying key stakeholders and obtaining their commitment to change throughout the transition process is needed. Finally, special structures for

managing the change process during the transition need to be created to help maintain clear and explicit direction.

5. Sustaining Momentum

- The final activity is often the most difficult in leading and managing change. Over time, the excitement of change dissipates, and campus members return to old behaviors and processes. Explicit attention must be paid by institutional leaders to sustain the momentum of the implementation and adjustment of plans.
- This includes providing financial and human resources for the changes, creating a support system for change agents, developing opportunities for organizational members to build new knowledge and skills, reinforcing the new behaviors required to implement changes, and staying the course through full implementation

STRATEGIES FOR EFFECTIVE CHANGE MANAGEMENT:

1. Put people first

- Successful change management prioritizes people. People fuel change and sustain its momentum. Change initiatives fail when the people involved don't understand, believe in or engage in the change. Leaders make change easier when they engage employees in the change.
- Leaders accomplish this through proactive change management communication that creates a desire to change across the workforce. Change initiatives will fail if people don't believe in the change and aren't mobilized by others to act.

2. Work with a change management model

Leaders are up against company culture, organizational momentum and human psychology when enacting change. To make change happen, they need the right tools to guide them. Change management models help leaders connect business strategy to action, which increases the likelihood of success.

3. Empower employees through communication

- Communication is an essential part of effectively managing organizational change. A vision for change is only as powerful as the communication that supports it.
- Effective change management communication provides clarity for why the change is needed and mobilize employees with a sense of urgency for the change. Companies fail to drive meaningful change when they fail to communicate. Change management communication isn't a one-time transfer of information.
- It requires commitment, clarity and consistency. It should engage employees through two-way communication methods like surveys, focus groups and informal feedback collection.
- When leadership involves employees, they feel valued. When employees feel valued, they are more likely to embrace change and participate in making it happen. Two-way communication also helps leaders identify barriers to change before they become a problem. Proactively identifying barriers can enable the organization to respond to and dissolve issues that create change resistance

4. Activate leadership

Leadership's impact on change is well-understood. The problem is that many leaders don't understand the vital role they play in change. Educate leaders on their roles, and you'll enable them to advance change successfully.

Leaders:

- Are responsible for achieving change goals from start to finish.
- Help the organization understand and interpret what the change means for their teams, the organization and the marketplace.
- Ensure those who enable organizational change stay actively involved.
- Keep the train on the tracks and are ready to switch directions, choose a new path or create a new approach if necessary.

5. Make change compelling and exciting

- Employees can better understand the rationale behind a change when organizations prioritize purposeful, clear and consistent communication. This targeted communication strategy provides the context to understand the why, what and so what of the change.
- Effective communication answers the most important question people are thinking: What does this mean to me; how will it impact my work? With a deeper, clearer understanding of the change, employees are much more likely to ask, "How can I help?" The shift from rote compliance to true engagement and belief is powerful. Strong employee support deters change resistance that could hold the organization back

6. Pay attention to high and low points in momentum

- There will be both high and low points during change initiatives. Leaders can proactively manage and leverage these points in time. During the high points of change, leaders should celebrate wins to fuel momentum
- At the low points, leaders can reset communication strategies to listen to employee input and build trust and support. Being proactive helps leaders manage momentum for the greatest success.

7. Don't ignore resistance

- Change resistance is poisonous to an organization's transformation. Resistance is much easier to counter when it's identified early. Leaders should pay attention to the signs of change resistance, including inaction, procrastination, withholding information and the spread of rumors.
- Communication is the key to identifying resistance. Create feedback loops with employees, like surveys, feedback channels and input sessions to proactively identify signs of resistance, then take fast action.
- Change is the lifeblood of successful, growing organizations, and the heart of change is people. Leaders position themselves and their companies for managing organizational change effectively when they proactively engage employees and ensure communication is clear, consistent and transparent.

WHAT IS RESISTANCE TO CHANGE

Resistance to change is unwillingness to adapt to new circumstances or ways of doing things. It can happen with individuals, relationships, or within organizations. There are many reasons for resistance, but at its heart, resistance is rooted in fear of the unknown. People are biologically wired to look for patterns and predictability, and any uncertainty — even if it's anticipated or positive — can trigger anxiety.

6 Common Reasons For Resistance To Change

Resistance to change is common and can come in many forms. It can be subtle or overt, and it can be seen in both individuals or groups of people. Some examples might be missed meetings, sarcastic remarks, criticism, nitpicking, or even sabotage. The good news is, no matter what form it manifests, overcoming resistance to change is possible. However, organizations need to first understand the causes of resistance to more effectively address it.

1. Lack of trust

- One reason for resistance to change is a lack of trust in the leadership team or the company as a whole. A lack of trust can have implications for turnover as well as employees giving leadership the benefit of the doubt when issues do arise.
- Employees who resist a change initiative are often responding more to the person in the leadership position rather than the change itself. This comes about if those in leadership positions have not yet earned the trust of the employees, like when there is a new leader within the organization.
- It can also come about as a result of previous experiences that have caused employees to distrust leadership. Distrust of the organization as a whole can also occur if employees feel their organization does not do as they say they will, changes too frequently, or employees generally don't feel valued. The most highly rated and financially successful companies are those that have the trust of their employees.

2. Poor communication

- Lack of communication can greatly impact even the most well-thought-out and planned organizational changes. It is important to cultivate a culture of transparency whenever feasible and to share information as often as possible with employees, especially when trying to navigate a change.
- Without it, employees can become defensive, lack trust in leadership, and not have adequate time to process the information, which leads to further pushback. If employees are not given information in a timely manner, especially in the fast-paced world of social media, misinformation and discontent can quickly spread through a workforce.

3. Emotional response

- Emotions are a part of any organization and those that are employed in them. Ignoring or avoiding emotions does not make them go away. In fact, they are sure to surface in other (often confusing or overwhelming) ways if not addressed proactively.
- Common emotional responses to change are fear, uncertainty, and worry. Employees might not be able to articulate how they are feeling. Or, they may not want to say it to leadership. But we get a sense of more negative emotions may be seen through comments they make or nonverbal cues. These signs of resistance might include eye-rolling or disengaging from conversations.

4. Fear of failure

- Change can bring about a fear that it will be unsuccessful or that the individuals involved will personally fail as a result of the changes that were made. Employees often worry this will negatively impact their performance reviews, their job security, and even have implications for pay.
- In turn, this can lead to poorer outcomes at work, in both output and the quality of the work being completed. Our minds are amazingly adaptive, but an individual's brain can have a hard time focusing if fear of failure is a concern. This is because while some parts of the brain are actively engaging with the new information, other parts of the mind are shutting down. Fear has both physical and mental implications.

5. Surprises

- Some people like to be surprised, but many do not — particularly when it comes to work. They want predictability, including the ability to schedule their time accordingly. There is a natural law that explains this called homeostasis.
- It is the concept that there is a drive to get to a neutral or stable place. Implementing change can disrupt this potential homeostasis, causing alarm bells to go off. Most employees have families and responsibilities outside of work that they have to manage in addition to their jobs. How will this change impact their lives both at work and outside of it? Are the deadlines or timelines for change manageable? Does it require a new skill set? Are they in danger of losing their job?

6. Constant change

- Organizations can sometimes overlook the need to space multiple changes out. If you are constantly changing programs, leadership, or systems, employees are less likely to fully adapt to and accept future change.
- Furthermore, in a study that looked at change management in organizations, employees who were going through changes currently or within the previous year were more likely to feel stressed out, have less trust in their senior leaders, planned to find new jobs, and reported more health concerns. Timing of changes is important in order to minimize resistance to them.

6 Tips To Minimize Resistance To Change

Now that we have looked at some of the reasons people resist change, let's dive into some of the ways to overcome resistance to change, and how to implement change successfully.

1. Communicate early and often

- Let employees know about changes to the status quo as soon as possible. Do you have an employee that others gravitate to, or whose opinions seem to carry more weight with their colleagues? Get buy-in from them and help them lead the changes you are hoping for.
- This helps to build a bridge between employees and management. Involving key stakeholders as part of the change, especially those that are trusted by colleagues, can help others adapt more readily. Share whatever information you have with employees that you are free to share. If you are not sure of an answer or cannot answer, it is okay to state that. You can say something like, "I don't have that information" or "I'll have to look into that" or even, "As soon as I can share that information with you I will."
- As part of the change, especially those that are trusted by colleagues, can help others adapt more readily. Share whatever information you have with employees that you are free to share. If you are not sure of an answer or cannot answer, it is okay to state that. You can say something like, "I don't have

that information” or “I’ll have to look into that” or even, “As soon as I can share that information with you I will.”

- When there is a lack of communication , people tend to fill the void with speculation. The more open and honest in your communication with them, the less likely this is to happen.

2. Listen to employees

- Listen to employees’ concerns, as there is a good chance that they are more in tune with a plan’s potential blind spots given their day-to-day work. This also lets them know their opinions are valued by the company.
- While you do not have to incorporate all their ideas, listening will help you identify what sources of resistance are coming up and address the root causes. For example, perhaps employees are concerned about the timeline of the proposed changes. This is often a valid concern.
- If you can, explain your decision-making processes . Looking at ways to address this with their buy-in, or more clearly articulating the rationale for that timeline, can save time and money in the long run.

3. Educate employees on the value of the change

- Organizations are generally trying to make things better, not worse, for their employees. Perhaps the old way of doing things presented a potential safety issue, was ineffective or inefficient.
- Building a case for why change is necessary can help employees adapt to it more readily, even in cases where they may not like it. How will this change impact them directly? Will the change effort make something easier, better, or more efficient in the long run?

4. Name emotions

- When we name emotions , we move the emotional response from an internal state (which is harder to address) to something outside the individual. Once feelings are out in the open they can be worked through. In the case of organizational change, naming the fear, frustration, or anxiety that might be present can help employees work through them faster.
- Try saying something like, “I’m noticing there might be some anxiety or concern about this change,” to help open up the conversation. This gives permission to employees to also name their feelings about the change, which ultimately helps to give those emotions less power to affect them.
- Leaders do not need to spend endless hours processing emotions, but it is good practice to address the elephant in the room. It can also provide valuable insights to leadership on what they need to address more proactively with employees.

5. Timing is everything

- Things are always constantly changing and evolving with the passing of time. That said, within an organization, the timing of change can be important. It isn't always possible, but sometimes it is best for organizations to methodically introduce change and wait until that has stabilized before introducing further change. Even companies that are "good at change" sometimes need a pause.
- Having a strategic plan in place that looks at the rollout of all known upcoming changes can help determine if any don't have enough time between them. Build in time leading up to the change, during the change, and following the change — asking for ample feedback from employees along the way.

6. Provide ongoing support

- Once a change has been made, make sure to follow up with employees as those changes roll out. Let them know that they continue to be important partners in making effective changes that will stand the test of time. Provide training for any new skills needed to make the change successful.
- Recognizing both privately and publicly those that are helping facilitate the change or adapting to it, even in small ways, can further create employee satisfaction with the changes.

INDIVIDUAL CHANGE MANAGEMENT

- Is the process of helping employees to understand them where they are in the change process and managing that change effectively. This change management is related with bottom level that means employees. It is related with one-on-one (each individual is given emphasis because they are the one who bring change).
- The focus for individual change management is on the tools and techniques to enrich employees through the transition. Libraries must change to survive. The amount, diversity and speed of information available today have forced libraries to change the mode of their services and operations for the benefit of the users.
- Librarians must analyse their own contexts for change, to monitor external trends as contexts for change and planning to position their own libraries in new contexts and to learn to manage change to move from present into future.
- The fifth law of library science “Library is a growing organism” is also related with the change because growth always implies change and this change is a challenge to both the libraries and the librarians. They must establish their strategies and select roles.
- The role of libraries has gradually changed from the traditional storehouse of information to access providers. Libraries like other organisations must respond proactively to their changing environment.

TYPES OF CHANGE

There are different types of change and each type requires different strategies and plans to implement change effectively. Understanding of the nature of change helps in formulating appropriate strategy for their implementation.

The main types of changes are as follows:

i) Developmental change

These changes enhance or rectify existing aspects of an organisation. It is connected with improvement in process, methods or performance standards of the organisation. These types of changes are very necessary to remain in competition. In this type of change the employees are trained in the new techniques.

ii) Transitional change

This type of change replaces existing processes or procedures with something that is completely new. The period during which an old process is being changed into a new is called as the transitional phase. It is more challenging to implement transitional change than developmental change.

iii) Transformational change

It is also known as radical, fundamental or quantum change. This occurs after the transition period. They may involve both developmental and transitional change. These changes involve the whole or larger part of the organisation. The change is related with shape, size, structure, processes, culture and strategy of the organisation. This change takes time to occur and requires a shift in assumptions of the organisation and its members.

iv) Incremental change

They are directed towards any unit, subunit or part of the organisation. They are just opposite to the transformational changes and adaptive in nature. It is said that a failed incremental change causes less harm to the organization as it is related with only a part of the organisation.

v) Planned change

When the change is, a product of conscious reasoning and actions and is deliberate it is known as planned change. It occurs when manager recognizes the need for major change and plans according to it. It is qualitative in nature. While thinking of planned change the manager must communicate the vision to each and every one involved in the change process and establish the support elements that are necessary for the success of change.

vi) Unplanned change

They usually, occur due to some major or sudden surprise to the organisation. It is also known as emergent or reactive change. They are generally imposed by some external factors or internal features and are beyond the control of management. They leads to high disorganisation.

STRATEGIES FOR CHANGE MANAGEMENT

Change can be approached in a number of ways. Efficient change management strategies are required for overcoming the change in the organisation.

For this purpose five strategies are adopted:

1 Directive Strategy

- In this strategy authority and power of the manager is used to manage change. This is mostly used by the top-level management with no or minimum involvement of others. The advantage of this strategy is that it can be undertaken quickly as it involves less number of people.
- The disadvantage of this strategy is that it does not consider the opinion of others who are involved or affected by these changes. In this strategy the changes are imposed upon the staff without any discussion or their preparedness which may cause resentment among them.

2 Expert Strategy

- In this approach the change is viewed as a problem solving process and for this purpose help of an expert is taken to resolve it. In this approach also there is little involvement of those who are

affected by these changes. The main advantage of this approach is that with the help and guidance of experts the change can be implemented quickly and effectively.

3 Negotiative Strategy

- In this strategy the top management discusses the various issues with those who are affected by the changes. This approach involves negotiation and bargaining on the part of the top management to implement the changes in the organisation.
- The changes to be made are discussed and the methods of implementation and the possible outcomes are also agreed upon. The major advantage is that this approach have major involvement of all those who are affected by these changes which results in participation and support from all.
- The main disadvantage of this approach is that it takes longer to implement the changes. Another disadvantage is that it is difficult to predict all the possible outcomes. In this approach the changes made are not always as per the expectations of the managers.

4 Educative Strategy

- This approach is based on redefining and reinterpreting people's norms and values thus motivating them to support the changes being made. Here the main attention is on them who are involved in the process of change.
- The theory behind this approach is that people's behaviour and mindset is governed by social norms and values and to change them first these existing norms and values must be changed and redefined. And for this education, training, consultation must be needed.
- The advantage of this approach is that it helps in developing positive commitment to the changes being implemented. Thus this approach brings the support and participation of the individuals in the organisation. The major disadvantage is that it takes longer to implement because of involvement of several people.

5 Participative Strategy

- As the name suggests it is based on participation of all individuals in the change process. Though the decisions are taken by the top level management, discussions and meetings are held for taking the view of the individuals before implementing the change.
 - The focus is on full involvement of those who are affected by the changes. The views of the experts and consultants are also sought. The major advantage is participation and involvement of all so the change process has support of all. It gives individuals an opportunity to increase their skills and knowledge about the organisation and its functioning.
 - The main disadvantage is that it takes longer to implement the changes as, it is relatively slow. It is not only time consuming but costly also because of number of meetings and discussions. Moreover, it is difficult to predict the possible outcomes. So this strategy is more complex to manage and requires more resources and costs.
- **Co-Option** : To invite someone to join an established group (e.g. a committee).
 - **Competency** : Necessary ability, authority, skill, knowledge, etc. to perform a work.
 - **Change Agent** : A collective term referring to any staff in an organisation or outside expert who acts as a catalyst and assists in the achievement of the smooth introduction and implementation of change.

- **Environmental Forces** : The forces that are beyond the control of management and affects the organisation externally.
- **Negotiation** : Discussion with an aim to reach a mutually acceptable agreement.
- **Participation** : Take part/involve in an activity.
- **Planned change** : A deliberate and systematic change.
- **Technological Change** : Process of change in methods and requirements of organisation as new technologies succeed.