

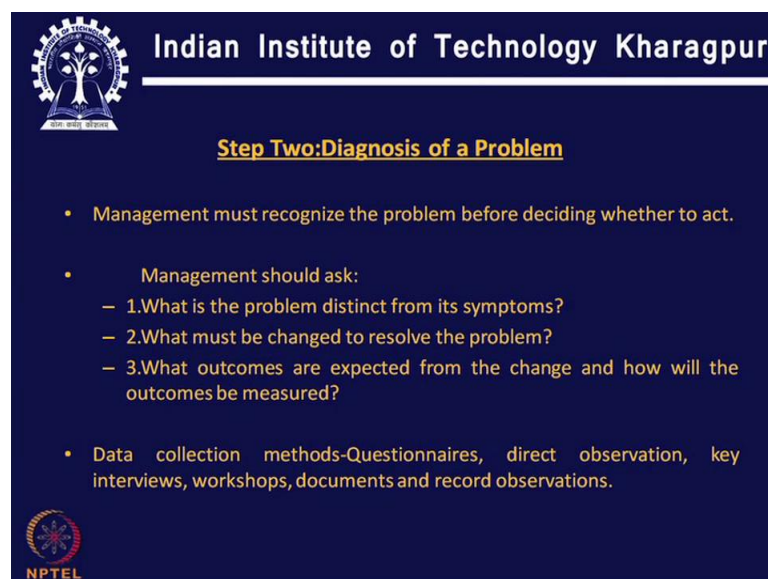
Organizational Behaviour
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Lecture - 40
Change and Innovation (Contd.)

Welcome to the continuing session of change and innovation. In the last lecture, we understood what is change? What are the different types of change in terms of revolutionary change and evolutionary change? We started to discuss what are the steps of managing change? In that, we discussed the first step of managing change which is realizing, what are the forces for and against the change and what are the tactics of managing those forces? What are the forces for resistance to change external forces, internal forces and how to manage those forces? In today's lecture, we will continue with the steps for managing change, and we will look into some of the ways innovation is nurtured in the organization.

We will start with step two of the change management process, which is like diagnosis of the problem. Now, how do we know like when there is a problem is, first we should try to differentiate the problem from the symptom of the problem? Most of the time, what we observe is not the problem parse, but different symptoms of the problem. So, what we have to do? First, we have to go and find out what is the root cause of a particular problem?

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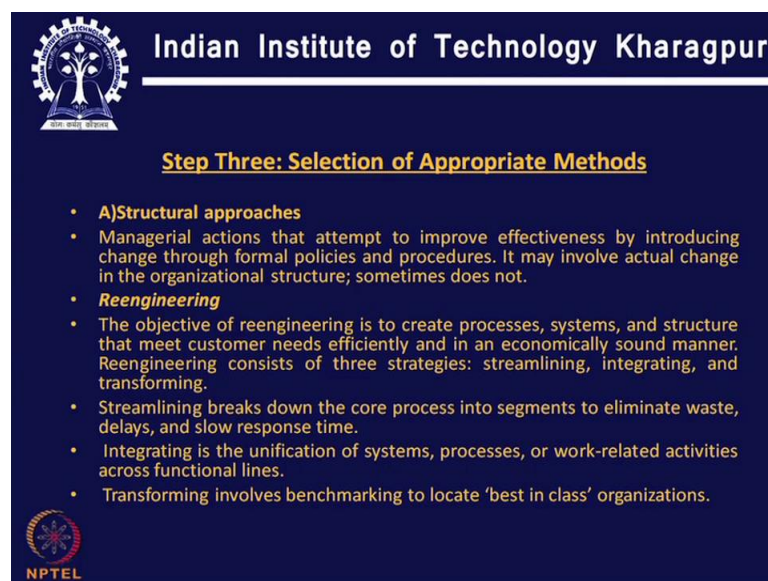
Step Two: Diagnosis of a Problem

- Management must recognize the problem before deciding whether to act.
- Management should ask:
 - 1. What is the problem distinct from its symptoms?
 - 2. What must be changed to resolve the problem?
 - 3. What outcomes are expected from the change and how will the outcomes be measured?
- Data collection methods-Questionnaires, direct observation, key interviews, workshops, documents and record observations.

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That next step is deciding on what must be changed in order to resolve the problem? So, why it is occurring and what must be changed and to resolve the problem; what processes are going wrong? So that the problem can be resolved. Next, after we have done that next step is to realize what will be the expected out comes from the changes that we have done. So, that we have understood the problem and some changes have occurred which is leading to a positive outcome. So, we have to define first what expected are outcomes are there when we deal with a particular problem and make some changes in the processes which are leading to that problem. And also important is how to measure that outcome. It is not enough to define a particular outcome, we have to measure that particular outcome. Some of the ways of diagnosing the problem is like how do you do it the data collection measures are like through questionnaires through direct observations, through like interviews of key people; then workshops; then we do service and documents; and we record observations. These are the ways in which we diagnose a particular problem.

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Step Three: Selection of Appropriate Methods

- **A)Structural approaches**
- Managerial actions that attempt to improve effectiveness by introducing change through formal policies and procedures. It may involve actual change in the organizational structure; sometimes does not.
- **Reengineering**
- The objective of reengineering is to create processes, systems, and structure that meet customer needs efficiently and in an economically sound manner. Reengineering consists of three strategies: streamlining, integrating, and transforming.
- Streamlining breaks down the core process into segments to eliminate waste, delays, and slow response time.
- Integrating is the unification of systems, processes, or work-related activities across functional lines.
- Transforming involves benchmarking to locate 'best in class' organizations.


The step three is selection of appropriate methods. These methods can be methods of change. These methods are grouped under different headings like structural approach, task and technology approach, human asset approach so one and so forth and we will visit each of these in details. So, when you are talking of structural approaches; structural approaches are managerial actions that effect to that attempt to improve effectiveness through some of the changes taken place in the structure of the organization and by

introducing new policies, introducing new framework into the organization; new procedures of doing things. So, it may involve your actual change of the whole system or some changes here and there. So, it is may be a total change of the system when you start looking different as per as the structure is concerned or you make some adjustments in the existing structure.

Accordingly, this structural approach can again we divided into some categories of what are the structure approaches like the categories of like reengineering then which again consists of like stream lining, integrating and transform. When we are talking about reengineering, the objective of reengineering is to create process system and structure that meets customer needs effectively; customers are the main focus here. So, we see what are their needs and we have been reoriented structure or task and processes accordingly that we meet their needs appropriately; and economically in a sound manner. So, it consist of three strategies mainly one is stream lining, second is integrating and third is that of transform. Where we are talking of stream lining, it means like it brakes down in the main processes into smaller segments and studies it to eliminate the waste in and errors in each of these small segments. So, to correct for where delays a slow response time that is called the process of stream line.


Next is the process of the integrating. In the process of integrating, it is the unification of systems, procedures or work related activities in a across function lines; and the functional lines. So, that there is a smooth flow of the work that is called integrate. When you talking of transforming, it is locating some of the best practices to be followed and the observing best in class of the type of organization which are there and trying to learn from them; and trying to be like them in our own ways of doing things. So, we try to observe the best in the class organization. See how they are functioning and then try to transform ourself accordingly. So, that we can also be like them.

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- **Management by Objectives**
- Management by Objectives encourages managers to participate in establishing objectives for themselves and their units. It requires participant ability to define and attain objectives. MBO needs a superior and subordinate who:
 - i. Meet and discuss objectives that contribute to overall goals.
 - ii. Jointly establish attainable objectives for the subordinate.
 - iii. Meet at a predetermined later date to evaluate the subordinate's progress to achieving the objectives.
- MBO's intended effects—improved subordinate performance, satisfaction.



These are the three strategies of reengineering. Another thing which is called management by objectives. So, management by objectives encourages managers to participate in establishing objectives for themselves and for the units. So, it is one of the major requirements of management by objective is the managers ability to make decision. If you are not able to make proper decisions then this function is this effort is not going to ill result. Management by objective involves like it requires mangers to make decisions and it is dependent on the participants ability to define an attained objectives.

Management objective needs superior and subordinate who meet occasionally and they meet to discuss objectives that we contribute to the overall goal of the organization. So, they have to meet to discuss these things and they jointly try to establish objectives which will help them to attain the goal; and they jointly decide what will be the attainable objectives by the subordinates. So, they again meet at a predetermined later date to evaluate the subordinates performance based on the targets at earlier and how far that person has progressed towards achieving that particular object. And important part of this is also feedback that is given to the subordinate about how far he has progressed; what is the quality of his progress; where he needs to improve and all these factors.

So, effects of management by objectives is to improve subordinates performance and satisfaction because the subordinate also participates in a setting objectives. It creates a

commitment on the part of the employee to reach that objective and it is also a satisfaction for the employee because he himself as set the objective which is the target for him; and his like where he can reach that goal. If he feels like where he has achieve the target and it acts as a like intrinsic reward for him. So, these are the advantages and you were talking of management by objectives.

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- **B) Task and technological approaches.**
- Focus directly on the work performed. Unique aspects of these approaches are: a. Task approaches emphasize job design changes. b. Technological approaches emphasize changes in the flow of work. It requires emphasis on training to provide skills and knowledge to handle changes in jobs, workflow, or equipment.
- On-the-job training focuses on teaching specific skills and techniques needed to master a job.
- Off-the-job training: i. Gets executives away from job pressures and "part-line" thinking.
- Challenges executives and enhances their motivation for self-development.
- Provides resource people and resource material. iv. Much of what is learned may not be carried back to the job.

Next is the approach which is called the task and technological approaches. So, task and technological approaches focus directly on the work performed. Unique aspects of these approaches are tasks focus on the job design changes and technology focuses on the changes in the flow of work. So, it emphasizes its influence on its importance of training. So, that we can get the proper knowledge and skill to do our work. The training can be through the different techniques. One is the on the job training and the other is off the job training; for it is on the job training. So, it is helpful in teaching specific skills to the employee and two different techniques needed to master a job.

So, on the job training what happens while performing on the job we can learn different skills by observing by working like practicing and we gain the knowledge. Off the job training is helpful where there is complexity in what that we have to do and it requires concentration; and it requires like a in depth learning; which may be it is not possible to do while we are on the job setting because pressures of completing that particular task. So, what happened to move you away from the pressures of that completing the task, and

so that you can concentrate totally on the training part of like training required. So, the that questions taken care of by off the job training where you can learn through like simulated sessions while you try to what can I simulated environment which looks like that real, but it is not the real scenario and in a dual situations like what you face on the job, but it gives you a good practice of wow what things to be done in the where like while you go back to the job situation.

And you know the details of that how to work on those specific things. So, next is after job training what happens is you get challenged about learning new ways of doing things experimenting all this more motivated for being a self learner and there is a good motivation for self development. So, it provides resources to the people and materials there, but one of the cause caution for point of concerned for of the job training is we have to know what is the transfer of training? We may learn so many things of the job, but when transferred to the actual situations; sometimes this transfer is not proper like much of what is learned of the job is in main times not carried forward or applied on the job.

Because a simulated environment and there is some difference from the real situation people are not able to match the two situations and know which part to apply which part not to apply and how to apply. So, due to these doubts in mind or they feel stressed because that was a stress free environment; this is like challenge of completion as there is are involved also of doing errors. So, due to these factors may be the transfer is not proper in many cases and we have to be cautious supportive.

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C) Human asset approaches.

Peter Senge's "learning organization" is based on this philosophy. Learning organizations value continuing individual and collective learning.

- **Team building.** Purpose of this approach is to improve work group performance via :1)Setting goals and priorities.2)Analyzing how the group gets its work done.3)Examining group norms and processes for communicating and decision-making. 4)Examining interpersonal relationships in the group.
- Process involves diagnostic meetings (where members exchange perceptions of group problems) and developing an action plan acceptable to all. It is often used with new groups. Research support on effectiveness is mixed, but mostly positive.

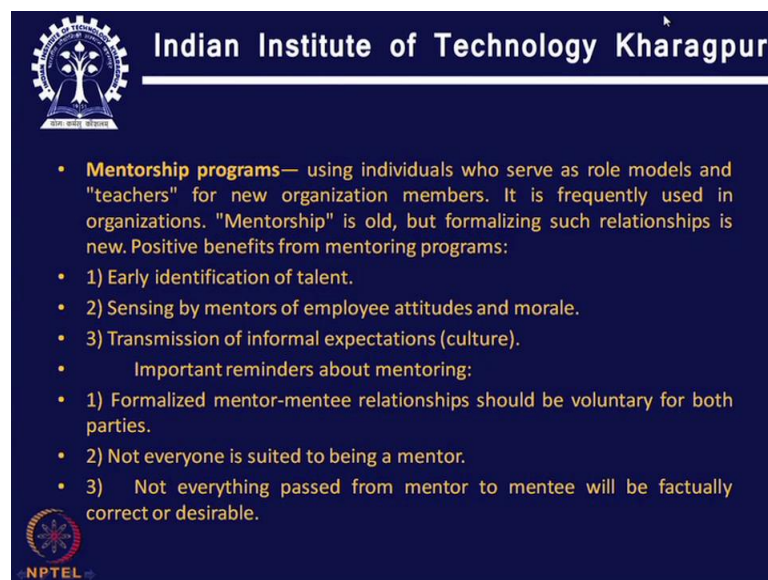


Next approach is called the human assets approach. So, human asset approach in peter senge in the learning organization is based on this approach. Learning organizations value continuing individual and collective learning. So, an individual to grow requires that he or she should keep learning both individually and also from the team; and a more individual grows learns new things, new ways of doing things, new ways of looking at problems; the organizations also grows along with it. In these approach again there is a difference of parts to it; first one of it is like team building. The purpose of team building is to like improve work group performance via like through setting of targets goals and priorities; then analyzing how the group gets its work done; then examining the group norms groups ways of thinking and processes of communicating, and decision making in the group then examining the interpersonal relationship within a group.

All these have to understand how our team get formed and how to their function in a particular organization. The process is of understanding this is through diagnostic meetings where members exchange perceptions about the problems which is faced by the group and developing an action plan which is acceptable to all. So, research supports on this process of effectiveness is mixed because even if the groups meet together due to the process of two errors of group decision make me that we know which is group shift and the group thing and the effect of cohesiveness of the group on the performance of the group.

So, all the things will be emphasized of the group whether it is large group or a small group whether it is like a very closely knit group or not; all these things will determine the effectiveness of the group when it is functioning. So, even if there is a meeting for a particular decision to discuss about the problems at hand and what changes had to be brought in. So, whether it becomes a decision where all members participate and all their voices are heard; and they need to arrive at a decision or it is majorly colored by the majority of the members; and like the way it is colored by the situation where only the powerful members' views get heard and others say yes to it in conformity. So, these things determine whether it is an effective decision made or not.

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- **Mentorship programs**— using individuals who serve as role models and "teachers" for new organization members. It is frequently used in organizations. "Mentorship" is old, but formalizing such relationships is new. Positive benefits from mentoring programs:
 - 1) Early identification of talent.
 - 2) Sensing by mentors of employee attitudes and morale.
 - 3) Transmission of informal expectations (culture).
- Important reminders about mentoring:
 - 1) Formalized mentor-mentee relationships should be voluntary for both parties.
 - 2) Not everyone is suited to being a mentor.
 - 3) Not everything passed from mentor to mentee will be factually correct or desirable.

Next human asset approach is mentorship program where individuals are used as a role model and teachers for new organization members. So, what happened in this mentorship programs a mentor is identified under whom a new member is placed and who gets to see him doing the work; see how he solves the particular problem; what are the intuitions here is having and what is the tactics knowledge he is using while solving problems and trying to learn the like what we call the groups of the organization from the mentor. So, this starts with like hardly identification of a talent then finding the attitude of the employee and then finding out a mentor who will match with that attitude; and then setting of expectations by this relationship of the mentor and the mentee like what are the organizational culture? What it expects from the employee and the mentor makes the employee to understand it? So, these are like the mentors transmit the organizations

values and expectations to the mentis, but again there are few words of question is like formally mentor relationship should be voluntary for both the parties. Now, what it should be forced to the mentorship under a particular person under what is on the other side also the mentors should not be like forced to accept someone as a mentee. So, again not everybody is suitable to become a mentor in the sense you have to be caring in nature; you have to be sharing in nature; you have to understand the attitude of the person psyche of the person with whom you are sharing.

So, these are important you have to be trust worthy on all this things. The mentor personally should have a great integrity of character all this things will define who can be a good mentor. So, everybody is not suitable to become a mentor and it also have to remember like whatever the mentor passes on to the mentee may not be let them accurate because it is colored by the mentors own perceptual certain things in the organization. So, this could be again like positive picture about the organization over emphasis of about organization or sometimes negative impressions also. So, it depends on the perception of the mentor and what he passes on to the mentee. So, these will be the drawbacks of this mentorship program.

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- **Introspection development**—encouraging employees to take time to reflect.
- Goals:
 - 1)Developing objectivity.
 - 2)Learning.
 - 3)Improving self-confidence.
 - 4)Increasing sense of personal responsibility and willingness to look internally rather than projecting blame externally.
 - 5)Increasing tolerance for ambiguity and paradox.
 - 6)Encouraging action taking.
 - 7)Achieving a balance in life.
 - 8)Opening an individual's access to creativity and intuition.
 - 9)Achieving **ego-lessness** or the ability to transcend selfish concerns.

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Next is like introspection programs, where encouraging employees to take time to reflect on certain things like how to do things? What is the problem? How to find a solution for it? What would be my role in it? How I can help to achieve the goal? These are called

introspections in the sense looking inside, and finding from within like how I can be useful and what is my goal in this whole change process. The goal of this introspection development program is like developing objectivity on the part of the employee like you judge for yourself an objective way of solving the problem and learning through experiencing different things; learning through focusing on different things, reflecting on different issues and you will try to find out your solutions for it; then improving the self confidence and increasing sense of self-responsibility for certain things, and willingness to look internally rather than projecting them externally.

This is very important what is my role? What I can do? Where I need to improve? So, that I can deal with this problem well instead of telling like organizational resources are not available; my team members are not working. Now, all these factors like job boss is not helpful if there is a problem in performance then increasing tolerance for ambiguity and paradox encourages action taking in it and achieves a balance in life and also may encourage towards creativity and intuition, and sometimes it also helps like move beyond oneself and transcend oneself selfish interest, and look for the betterment of the organization as a whole and how one can contribute to that process.

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- **D) Multifaceted approaches**-Combines techniques from different categories.
- **i) Organizational Development (OD)**
- **A collection of planned interventions, built on humanistic-democratic values, that seeks to improve organizational effectiveness and employee well-being. Organizational development (OD) is a series of techniques and methods that managers can use in their action research program to increase the adaptability of their organization**
 - Goal is to improve organizational effectiveness and to help people in organizations reach their potential and realize their goals and objectives
 - Can be used to unfreeze, change, and refreeze attitudes and behaviors

Next is a multifaceted approach which combines techniques from different categories; and one of these multifaceted approaches is called organizational development or OD techniques. OD are collection of plan interventions and which is built on humanistic-

democratic values that seeks to improve organizational effectiveness and employee well-being. So, OD is a series of techniques and methods that managers can use in their action research program to increase the adaptability to the organization. So, OD is particularly knowing from people where the problem lies? How it can be solved and what are the issues? What they need to perform well? How is the climate? So, all these interventions that tries to balance together the organizational effectiveness and employee well-being are called OD interventions or OD techniques. So, the goal of organizational development is to as allow issued to improve organizational effectiveness to help people in organizations to reach their potential, their growth and realize their goals and objectives. So, it can be used to accept change the process of known as refreeze attitudes and behaviors.

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- OD Values
 - Respect for people
 - Trust and support
 - Power equalization
 - Confrontation
 - Participation
- Organizational Development Techniques
 - OD techniques to deal with resistance to change
 - Education and communication: inform workers about change and how they will be affected
 - Participation and empowerment: involve workers in change
 - Facilitation: help employees with change
 - Bargaining and negotiation
 - Manipulation: change the situation to secure acceptance
 - Coercion: force workers to accept change

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The OD values are first is the respect for people; then trust and support power equalization, confrontation and participation. So, first we should respect each and every people, we once have trust and support to for the activity, support others to develop, supports others to express themselves and there should be power equalization means we have to accept that everybody is powerful in the organization and in the equal power platform, and then we have to confirm the problem at end; and everybody has to participate in the decision making process.

So, OD techniques are like at different stages are like when we are talking of OD techniques to deal with the resistance to change; first is the education and communication like informing workers about the change and how they will be affected; then participation and empowerment like involve the work is in the change process and employees helped employees with change; then bargaining and negotiation, how far for the organization can afford an like what they want from the employee sort of thing; then manipulation is sometimes change the situation to secure acceptance. So, try to relook at the problem and the procedures and try to make changes. So, that we can get acceptance from all the people and also in sometimes is face workers to accept change. So, this we find the last two techniques like coercion and manipulation are though not very ethical and preferable techniques. So, we should try to emphasize more on education and communication, participation empowerment, facilitation and bargaining, and negotiation if we are to like deal the resistance to change.

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- OD techniques to promote change
- *Counseling*: help people understand how their perception of the situation may not be right
- *Sensitivity training*: intense counseling in which group members, aided by a facilitator, learn how others perceive them and may learn how to deal more sensitively with other
- *Process consultation*: an OD technique in which a facilitator works closely with a manager on the job to help the manager improve his or her interactions with other group members
- *Team building*: an OD technique in which a facilitator first observes the interactions of group members and then helps them become aware of ways to improve their work interactions
- *Intergroup training*: an OD technique that uses team building to improve the work interactions of different functions or divisions
- *Organizational mirroring*: an OD technique in which a facilitator helps two interdependent groups explore their perceptions and relations in order to improve their work interactions
- *Total organizational interventions*
- *Organizational confrontation meeting*: an OD technique that brings together all of the managers of an organization to meet to confront the issue of whether the organization is

effectively meeting its goals.

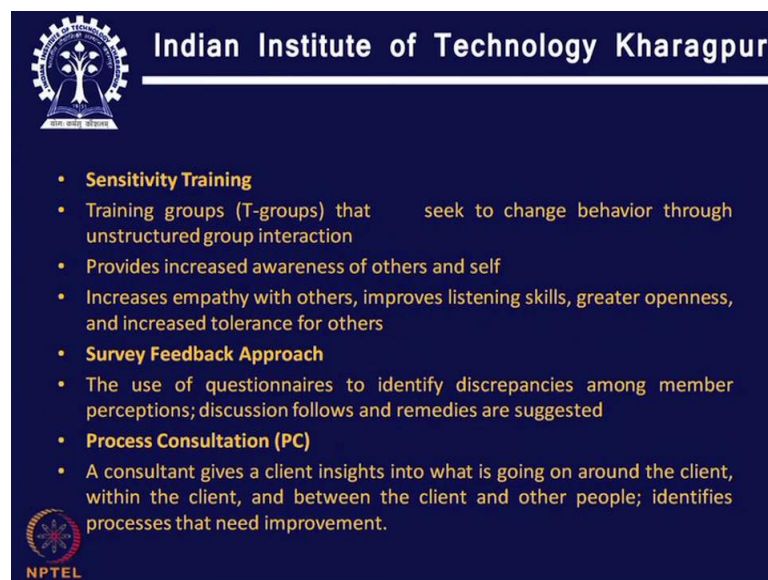
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The OD techniques reach help to promote changes are counseling which help people to understand that their perception of situation may not be right; then sensitivity training which is in intense counseling with group members then it did by a facilitator. So, which helps them to understand how others pursue them and how to deal more in a sensitive way with others. So, a process consultation and technique in which my OD consultant works in very close association with one of the manager involved in the processes and helps in to improve his or her interaction with group members. Team building in which

the OD consultancy is how a team performs and help the team to achieve its objectives by increasing the communication and interpersonal relationship between the group members.

So, inter growth training which utilizes team building to improve the work interactions of different functions or divisions. So, organizational mirroring is a technique in which the OD consultant helps the two interdependent groups to explore their perceptions of each other and in order to improve their work interactions. So, total organizational interventions and when OD technique where all the managers are brought together to confront the issues of where did the organization is effectively meeting its goal or not. These are some of the techniques of OD techniques to promote changes.

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- **Sensitivity Training**
- Training groups (T-groups) that seek to change behavior through unstructured group interaction
- Provides increased awareness of others and self
- Increases empathy with others, improves listening skills, greater openness, and increased tolerance for others
- **Survey Feedback Approach**
- The use of questionnaires to identify discrepancies among member perceptions; discussion follows and remedies are suggested
- **Process Consultation (PC)**
- A consultant gives a client insights into what is going on around the client, within the client, and between the client and other people; identifies processes that need improvement.

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So, how we feedback and are those like team building approaches. In sensitivity training sometimes which is called T-groups or training groups, it seeks to change the behavior of individuals through unstructured group interactions. So, people meet together and they start discussing about certain things, and through this unstructured group interactions what happens is peoples own self comes out and they became more aware of self and others. So, it increases openness, it helps to develop empathy with others improves listening skills greater openness and infirm tolerance for others, but important point is that it should be guided by a facilitator and we have to control to see where situations are getting out of hand; and where people are coming down to may be a personal attacks on

each other or certain things or where too much of the private self is getting like revealed or not.

Because see of here people in different position powers on different organizational divisions, functions meet; and it is ethical like whatever sharing is done in the sensitivity or the T-groups like people should be trustworthy enough not to diverse those information outside unnecessarily even in situations where it is not required because that may be sometimes detrimental to a person's social esteem and prestige social status in the sense in T-groups sometimes very chore self hidden part of the self gets revealed and we get to know each other like more uncovered which is part more of the private self, and if we try to use this information unethically outside the T-group sessions to get some of our own purposes served then it may be dangerous for the individual. So, T-groups training should always be guided by a facilitator who needs who to know where to control? How to control? Where it needs to stop and how much of themselves to be revealed and beyond which it is not ethical for like self disclosure because you have to go back in the work setting and work together, and some sometimes this becomes a social esteem and status prestige or all this things comes to question; some of this things get revealed outsides.

So, we have to be very responsible individuals while thinking of dealing with the information which we come to know about each other from the T group sessions then we should never try to misuse those information. Next is survey feedback approach. So, it is the use of questionnaires to identify the discrepancies amongst members and perception discuss follows how remedies are suggested. So, process consultation is again consultant gives inside to the client into what is going around the client within the client and between the client and other people. So, that identifies the process which needs to be improved.

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- **Team Building**
- High interaction among team members to increase trust and openness
- **Team Building Activities**
- Goal and priority setting
- Developing interpersonal relations
- Role analysis to each member's role and responsibilities
- Team process analysis
- **Intergroup Development**
- OD efforts to change the attitudes, stereotypes, and perceptions that groups have of each other
- **Intergroup Problem Solving:**
- Groups independently develop lists of perceptions
- Share and discuss lists
- Look for causes of misperceptions
- Work to develop integrative solutions

Team building is high interaction amongst the team members. So, to increase their trustiness openness. So, it includes like goal and priority setting development of interpersonal relations real analysis for each members and responsibilities. So, team process analysis how the team is functioning who is playing? What role in the team and how they are interacting with each other intergroup development. So, it helps to change the perception each group have about each other. Intergroup problem solving again groups independently develop list of perceptions they discuss and show this list look for which are the causes of this interpretation, and they want to develop an integrated solution for it. Next important technique for bringing in change is the appreciative enquiry method.

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- **Appreciative Inquiry**
- Seeks to identify the unique qualities and special strengths of an organization, which can then be built on to improve performance
- **Appreciative Inquiry (AI):**
- **Discovery:** Recalling the strengths of the organization
- **Dreaming:** Speculation on the future of the organization
- **Design:** Finding a common vision
- **Destiny:** Deciding how to fulfill the dream



So, appreciative enquiry seeks to identify the unique qualities and special strengths of an organization which can then be built on to improve performance. So, it involves like the strengths of the organization and dreaming which is discover a dreaming about the future of the organization and finding a common vision and design, and destiny is deciding how to fulfill the dream. So, here we are talking more of the strengths of the organization unique features of the organization and how it can be utilized to improve the performance of the organization.

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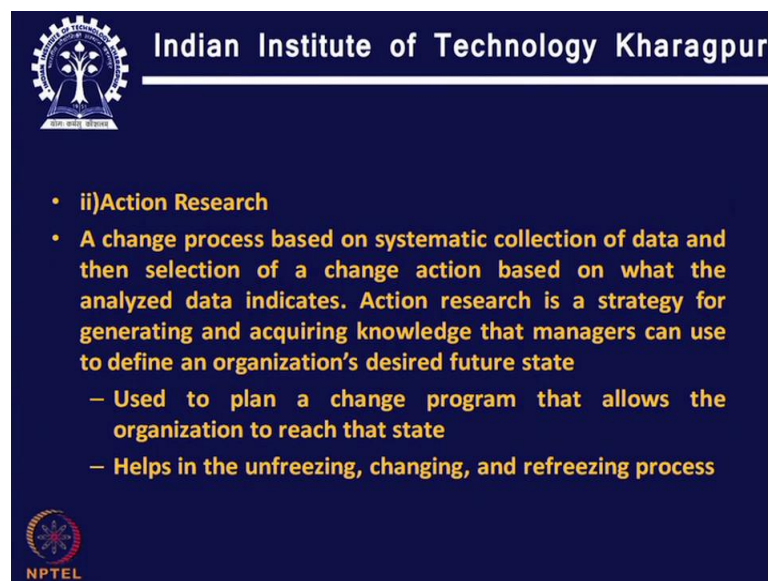
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- **Total quality management (TQM)**
- It is a philosophy and system of management. It uses statistical process control and group problem-solving processes. It emphasizes high standards for quality and continuous improvement.
- Spender's description of TQM:
- 1) Goal: establish quality as a dominant priority.
- 2) Quality defined: satisfying the customer.
- 3) Nature of the environment: TQM changes the boundaries between the organization and its environment.
- 4) Role of management: create a system that can produce quality results; managers are responsible for poor results.
- 5) Role of employees: empowered to make decisions and take steps to improve quality.
- 6) Structural rationality: horizontal processes that start with suppliers and end with customers; teams facilitate task accomplishment.
- 7) Philosophy toward change: change, continuous improvement, and learning are necessary.



TQM is another aspect in which it is a philosophy and system of management. So, it focuses on high standards for quality and continuous improvement. So, the goal is to establish quality as a dominant priority. So, defining the quality based on satisfying the customer. So, focus on the environment if it changes the boundaries between the organizations and environment. So, role of the manager is very vital because it is the responsibility of the manager to create a system that produce quality results and manager is responsible for poor results; employees are empower to make decisions and takes steps to improve quality. So, structural rationality it is a horizontal process and everybody is involved in it starting from the suppliers and it ends with the customers and the teams are more important which facilitate tasks accomplishment. So, the philosophy towards change is that change which is continuous improvement and learning these are necessary part of like organizational effectiveness.

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- **ii) Action Research**
- **A change process based on systematic collection of data and then selection of a change action based on what the analyzed data indicates. Action research is a strategy for generating and acquiring knowledge that managers can use to define an organization's desired future state**
 - **Used to plan a change program that allows the organization to reach that state**
 - **Helps in the unfreezing, changing, and refreezing process**

Next is action research. In action research, it is a change process which is based on like systematic collection of data and then selection of a change action based on what the data which is analyzes what it indicates? So, action research is a process of generating in accruing knowledge which managers can use to define an organizations desired future state. So, again it is a used to plan a changed system that allows the organization to reach that particular state now change that is required and it helps in unfreezing changing and refreezing the process because data is collected from the people, and then information is

shared with them their views are taken all this things have them to get involved in the whole process and it helps in facilitating the change an acceptance of the change.

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Process steps: Five Steps in Action Research


- **Diagnosing the organization**
 - Recognize problems and need to solve problems
- **Determining the desired future state**
- **Implementing action is a Three-step process**
 - Managers need to identify possible impediments to change.
 - Deciding who will be responsible for actually making the changes and controlling the change process
 - External change agents: people who are outside consultants who are experts in managing change
 - Internal change agents: managers from within the organization who are knowledgeable about the situation to be changed
 - Deciding which specific change strategy will most effectively unfreeze, change, and refreeze the organization
 - Top-down change: change that is implemented by managers at a high level in the organization
 - Bottom-up change: change that is implemented by employees at low levels in the organization and gradually rises until it is felt throughout the organization
- **4. Evaluating the action:** evaluating the action that has been taken and assessing the degree to which the changes have accomplished the desired objectives
- **5. Institutionalizing action research-**Members at all levels must be rewarded for their efforts.

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The process is interaction like five steps are first is the diagnosing the organization like identifying the problem and need to solve the problem, determining the desired future state what it should be and implementing the action which is again managers have to identify the problems which are possible like identify which are the possible impediments to change. So, this will deciding who will be responsible for actually managing the change and controlling the change process like whether it is a external change agents like who are experts in managing the change or the internal change agents.


So, manages from within the organization were knowledgeable about the situations to be changed and then deciding if specific change strategy will be more effective in bringing change to form unfreezing change and refreezing the organization. So, like change which is stop driven means, which is what and decide by the upper level managers, and then it is implemented or bottom of change where the change is implemented by employees at lower levels in the organization and until it is felt throughout the organization. Next step is evaluating the action. So, that has been evaluating action that has been taken and assessing the degree of to which the change has accomplished desired objectives for it and institutionalization of the action research.

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- **Action research benefits:**
- Problem-focused rather than solution-centered
- Heavy employee involvement reduces resistance to change



So, members at all levels should be rewarded for their effort. So, action research benefits are is problem focused rather than solution focused and heavy improvement, employee involvement reduces the resistance to change because they get involved in the process through their discussions they understand why change is necessary, what change is need to be brought and suggestions are taken from like how it base can be brought in change base can be brought in people feel more involved in the whole process and it reduces the resistance to change.


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Step Four: Impediments and Limiting Conditions

- Three primary influences on change program outcomes.
- 1. **Leadership climate**—the nature of the work environment resulting from superiors' leadership style and administrative practices. Change program success requires its support.
- 2. **Formal organization**—includes top management policies and philosophy, organizational structure, control systems and legal precedents. Must be compatible with proposed change.
- 3. **Organizational culture**—impact on the environment resulting from group norms, values, and informal activities. Must be compatible with change effort.



Step four in the change management process is dealing with the impediments and limiting conditions of change. So, three primary influences and change program outcomes of first is the leadership climate. So, the nature of leadership, the leadership style and the administrative practices develops a work environment and that work environment which may facilitate change or may inhibit change. So, that is very important change program requires the supportive environment. Formal organization defines like the top management policies and philosophy, organizational structure, control system and legal precedence. So, it must be compatible with the proposed change. Otherwise like if the structure is not compatible, we do not get a platform where the change can be brought in and review to see, whether it is working or not. Third is organizational culture, it impacts on the environment resulting from group norms and informal activities values. So, it is also should be compatible with the change effort.

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The slide features the IIT Kharagpur logo in the top left corner. The title 'Step Five: Implementing the Method' is centered in yellow text. Below the title, there are two main bullet points in white text. The first bullet point lists three stages of commitment to change: (1) Preparation, (2) Acceptance, and (3) Commitment. The second bullet point discusses the relationship between satisfaction/dissatisfaction and personal risk. At the bottom left, there is a small NPTEL logo.

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Step Five: Implementing the Method

- Stages of commitment to change will influence the implementation of change.
- The different stages of commitment to change with the passage of time and increasing support of the employees in ascending order are:
 - (1) Preparation: involving initial contact and awareness generation
 - (2) Acceptance: involves understanding and decision to implement
 - (3) Commitment: involves installation and finally institutionalization.
- **The level of satisfaction/dissatisfaction with the present situation and perceived personal risk for change will determine the readiness for change. When the level of dissatisfaction is high and personal risk is low then there is high readiness for change.**


The readiness for change also influences the implementation procedure.

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Stage five which is implementing the method, it is the stages of commitment to change with the influence implementation of the change. The different stages of commitment to change with the passage of time and increasing employee support of the employee preparation for the change, so in share contact and awareness generation; acceptance of the change involves understanding and decision to implement and commitment means it involves installation and finally institutionalization. So, the perceived level of satisfaction and the satisfaction with the present situation; and pursue level of risked in risked roundness or risk aversion of particular members will determine the readiness for


the change. So, and also how far a personal risk is involved in this situations with determined the wariness for change. If the level of the satisfaction is high and personal risk is lo there is high readiness for change. So, and the readiness for change also influences the implementation procedure; if one is ready for the change it is easy to implement.

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- **Implementation process**
 - **A. Timing**—when to implement.
 1. Should consider the organization's operating cycle and amount of groundwork that precedes the program.
 2. Unless immediately required, implementation should not conflict with daily operations.
 - **B. Scope**—selecting the scale of change. Programs usually are implemented on a small scale in a few departments and evaluated before large-scale implementation.



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Implementation process will depend on the two things which is the timing which is when to implement and we should consider the organizations operating certain amount of groundwork that precedes the program. So, unless immediately the change is required implementation should not conflict with the daily operations; and scope is selecting the scale of change. So, first is what the programs are usual implemented in small scale in few departments see how its working and evaluated to and then a feedback is taken may be re-oriented and re-visited changes are made in the change program itself before it is implemented on a large scale to the entire organization.

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Step Six: Evaluating Program Effectiveness

- Steps of evaluative research:
 1. Determining program objectives.
 2. Describing required actions to achieve objectives.
 3. Establishing baseline points against which changes can be compared.
 4. Controlling extraneous factors.
 5. Detecting unanticipated consequences.



Next step is this like evaluating the program effectiveness which involves like determining what are the objectives of the program. So, describing what are the required actions to achieve the objectives. So, establishing some base like against the changes can be compared, controlling extraneous factors and detecting the unanticipated consequences. And then when all this factors are controlled then we can tell missing a situation how far the change management program have been effective in bringing out the changes. Some of the contemporary change issues for today's managers are like stimulating the innovation.

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Contemporary Change Issues for Today's Managers

- **Stimulating Innovation**
- Innovation is a new idea applied to initiating or improving a product, process, or service
- Sources of Innovation:
- Structural variables
 - Organic structures
 - Long-tenured management
 - Slack resources
 - Inter-unit communication
- Organization's culture
- Human resources
- **Idea Champions** are Individuals who take an innovation and actively and enthusiastically promote the idea, build support, overcome resistance, and ensure that the idea is implemented



So, for stimulating innovation we have to understand what innovation is? So, innovation is a new idea applied to initiating or implementing our product to new way are doing things, new way of designing, what is a new product? What is the service and sources of innovation could be like what helps innovation is like some structural way it was like organic structural way organic structure which is long-tenured management and slack resources into a unit communication or supportive organizational culture, and good human resources like people who can think innovatively.

Idea champions are individuals who taken innovation and actively an enthusiastic to promote the idea will support overcome resistance and ensure that the idea is implemented in the organization. Next important like change issues were today's managers are creating a learning organization.

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The slide features the IIT Kharagpur logo at the top left and the NPTEL logo at the bottom left. The text is presented in a list format with bullet points.

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- **Creating a Learning Organization**
- **Learning Organization** is an organization that has developed the continuous capacity to adapt and change
- **Characteristics**
- **Holds a shared vision**
- **Discards old ways of thinking**
- **Views organization as system of relationships**
- **Communicates openly**
- **Works together to achieve shared vision**

So, learning organization is an organization that has developed continues capacity to adapt and change. So, these are characteristics of learning organization is it hold the shared vision, it discussed only of thinking, it promotes communication, it promotes interpersonal relationships, it communicates openly and it works together to have a shared vision of looking at things. And in this condition we can talk discuss about a two types of learning which is the single loop learning, and the other is the double loop learning.

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The slide features the IIT Kharagpur logo in the top left and the NPTEL logo in the bottom left. The text is as follows:


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- **Single-Loop Learning**
 - Errors are corrected using past routines and present policies.
- **Double-Loop Learning**
 - Errors are corrected by modifying the organization's objectives, policies, and standard routines.
- **Fundamental Problems in Traditional Organizations:**
 - Fragmentation based on specialization
 - Overemphasis on competition
 - Reactiveness that misdirects attention to problem-solving rather than creation

In the single loop learning, some people are using processes in which errors are connected using past routine cell practices and in double loop learning, errors are corrected by modifying the organizational objectives itself policies and standard duties. So, in double loop learning what happens feedback is taken at every step when we have to revisit the objective itself. In single loop learning once an objective is set we feel like this is the correct thing and which want to change the processes accordingly.

So, that the objective is to be reached. In double lip learning, we revisit the objective also when necessary and also try to change it. So, again see whether the errors are residing over there and then we try to begin certain changes. The fundamental problems into addition organizations are like they are fragmented based on specialization, there is over emphasis on competition and it is more reactive in nature which misdirects attention to problem solving rather than creation. So, sometimes we have to think of problems that may arise think of newer ways of addressing issues. So, what instead of observe waiting for promises to keep in we may think of different problems that may arise and try to find solutions for it. We are ready for enforces circumstances. So, these are not possible in traditional organizations.

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- **Managing a Learning Organization**
- **Managing Learning**
 - Establish a strategy
 - Redesign the organization's structure
 - Reshape the organization's culture
- **Managing Change: It's Culture-Bound**


Questions for culture-bound organizations:

- Do people believe change is even possible?
- How long will it take to bring about change in the organization?
- Is resistance to change greater in this organization due to the culture of the society in which it operates?
- How will the societal culture affect efforts to implement change?
- How will idea champions in this organization go about gathering support for innovation efforts?



So, managing or learning organization is managing learning which establishes strategy redesign the organizations structure re-shape the organizations culture. So, managing change is Culture-Bound. So, some of the questions or event questions are do people believe like change is possible; how long will it take to bring change in this particular organization. So, how in the societal culture affect the efforts of the employees. So, is there resistance more in this organization lead to the culture in which it is operating? So, how do the idea champions function and go for getting support for the innovation efforts.


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Questions

- What is Organizational change? What are the targets of organizational change?
- Discuss in details the types of changes in organizations with special emphasis on reengineering
- What are the different approaches to Change Management? In this connection discuss the Learning principles in change management
- What is Planned change? Discuss Kotter's 8 steps of Managing planned change
- What are the different types of Change agents? Who is more effective in bringing in change- internal or external change agents? Give your views.



Some of the questions related to this chapter are what is organizational change? What are the targets have changed? So, discussing details different types of change with special emphasis on re-engineering. So, what are the different approaches to change management in this connection discuss the learning principle and change management? What is planned change? Discuss Kotter's eight steps of managing planned change? What are the different types of change agents? Who is more important to bring in change-internal or external change agents? Give your views on it.


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- Describe a model for managing organizational change. What are the Forces for and against organizational change? How do you overcome Resistance to organizational change?
- Discuss appropriate methods of organizational change under (a) Structural approaches (b)Task and Technological approaches (c) Human asset approaches (d)Multifaceted approaches. Which approach do you think is best and why?
- What are the Impediments and Limiting conditions of change management? Discuss the steps involved in implementing the method. Do you think it is necessary to evaluate program effectiveness? Justify.

Write short notes on (a) Stimulating Innovation (b)Creating a learning organization (c) Relationship of Culture and change.



So, again like describe a model for managing organization change. What are the forces for and against the change? How do you work on resistance to change? Discuss appropriate methods of organizational change and structural approaches, task and technology approaches, human asset approaches and multifaceted approaches. which approach you think is best and why?

Then what are the impediments and limited conditions or limiting conditions of change management? Discuss the step involved implementing the method. So, again do you think it is necessary to evaluate program effectiveness? Write short notes on stimulating innovation, creating a learning organization and a relationship of cultural change. The answers to this questions that you find is discussed throughout the lecture that two sessions that we have taken on change and innovation; and if you find answer to these

questions properly you develop an understanding why changes important for particular organization.

And if change is deled properly then it can help the organization to become more effectively, but if change is not managed properly then effectiveness of the organization suffers. So, we have to understand how to manage change? How to sometimes promote change invite change when you talking of innovation? How to deal with this innovation? How to deal with the learning organization? What are the qualities of learning organization? What are the factors which should be present? So, there is a proper environment for learning organization and people can innovate within it. So, think creatively make creative solutions problems and sometimes instead of going for problem solving they can define problems think of problems and try to work for it.

So, know more creative way all this will help in increasing organizational effectiveness and also give a feeling of like intrinsic motivation to their employees in the sense of joy of working in that organization which involves them in the change process takes their suggestions in the change process, and works along with them to implement the change rather than forcing the change on them which they cannot accept or which is blown their capacity to deal with. So, involve in the people in the change management process also very important. So, that it leads to organizational effectiveness and both personal satisfaction and development and growth of the employees. If that is done properly then it results in the best performance in the organization.

Thank you.