

PCP Health Promotion Forum

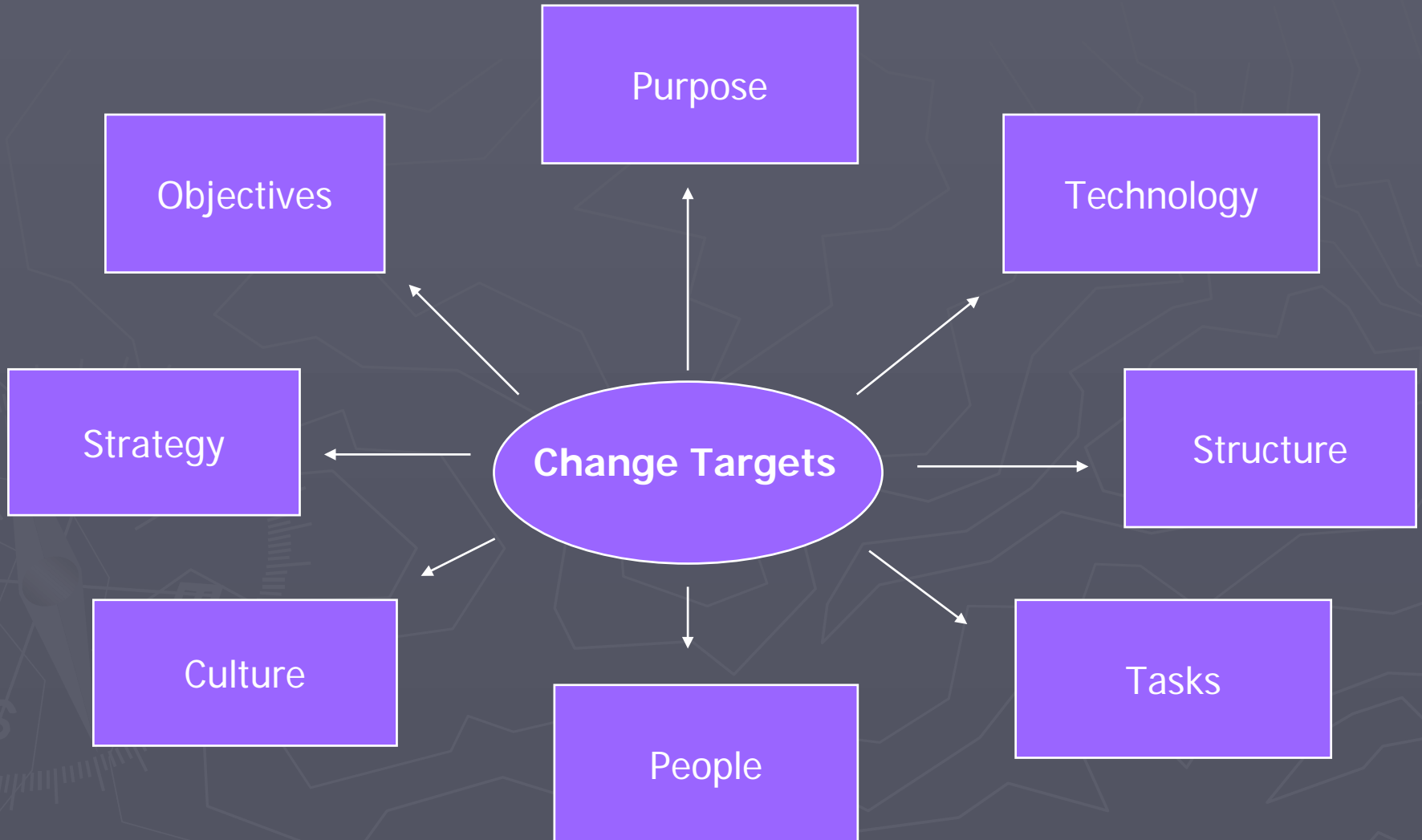
Professional Development Session:
Organisational Change &
Development

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Approaches to change

- ▶ Three common approaches to managing organisational change
 - Through Power
 - ▶ uses coercion and autocratic leadership
 - ▶ typically not encouraged
 - Through Reason
 - ▶ dissemination of information prior to the intended change
 - Assumption: participants will make the rational choice
 - However, rational choices may become clouded
 - Through Re-education
 - ▶ middle ground approach
 - ▶ Re-education intended to affect systems of beliefs, values and attitudes
 - ▶ The essence of organisational development

Change targets



Planned-change process

Unfreezing

Creating need for change
Minimising resistance



Changing

Making the change to people,
tasks, structure, technology

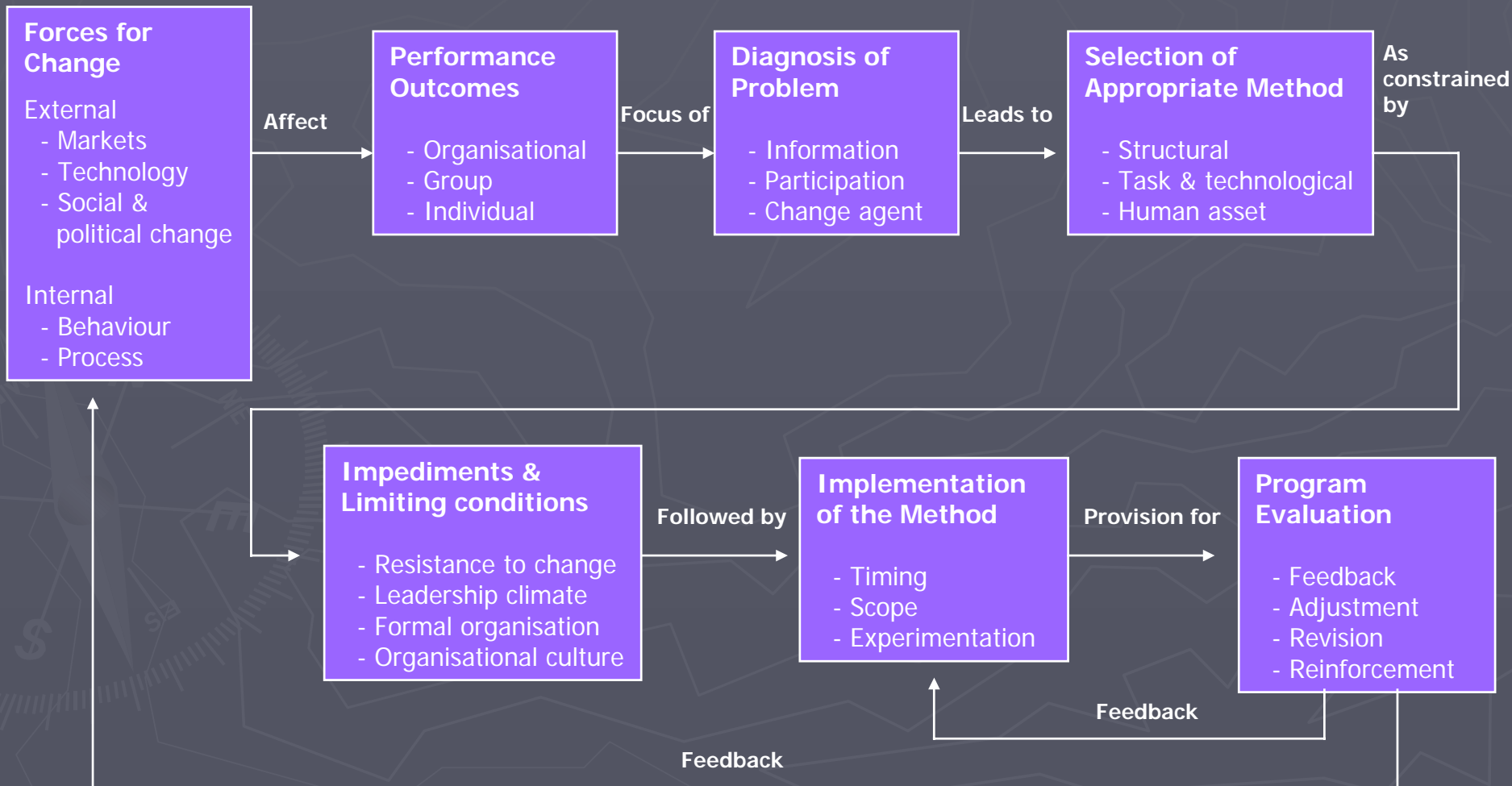


Refreezing

Stabilising the change

Planned-change process

A Model for Managing Organisational Change



Transformational change process

- ▶ Kotter's (1995) eight stages of transformational change
 1. Establishing a sense of urgency
 2. Forming a powerful guiding coalition
 3. Creating a vision
 4. Communicating the vision
 5. Empowering others to act on the vision
 6. Planning for and creating short-term wins
 7. Consolidating improvements & producing more change
 8. Institutionalising new approaches

Types of Organisational Change

- ▶ Incremental (evolutionary) change
 - Builds on the existing ways of operating
 - ▶ Seeks to enhance & extend
 - ▶ Eg. thru modified/new products, technologies, systems
 - ▶ Nature of organisation remains relatively unchanged
 - Occurs as a part of an organisation's natural evolution
 - ▶ High frequency
 - ▶ Less traumatic

Wood et al 2004, p.635

Types of Organisational Change (cont)

- ▶ Radical (revolutionary) change
 - Change that results in major make-over of the organisation &/or component systems
 - Aim is to quickly find new ways of being effective
 - All-encompassing
 - ▶ Repercussions for all levels, divisions, groups
 - ▶ Eg. organisational restructuring, re-engineering
 - Often initiated by a critical event
 - ▶ New CEO
 - ▶ Merger or take-over
 - ▶ Dramatic failure in operating results
 - Occurs infrequently within life-cycle of an organisation
 - Very intense form of change

Readiness for Change

- ▶ Four perceptions/beliefs that influence readiness for change
 - They are capable of implementing proposed change
 - The proposed change is appropriate for the organisation
 - The leaders are committed to the proposed change
 - The proposed change is beneficial to organisational members

Holt et al 2007

Resistance to change

- ▶ Individual resistance
 - The threat of loss of position, power and authority
 - Economic insecurity
 - Loss of social relationships
 - The natural fear of the unknown
 - Failure to recognize or be informed about the need for change
 - Cognitive dissonance

Ivancevich & Matteson 2002

Resistance to change (cont)

► Organizational Resistance

- Expectations/norms within the profession department, team or profession
- Structural inertia
- Threat of power balance in the organization
- A failure in a previous change experience

Ivancevich & Matteson 2002

Resistance to Change (Cont)

Individual Resistance

- Perceptions
- Personality
- Habit
- Threats to power & influence
- Fear of the unknown
- Economic reasons

Organisational resistance

- Organisational design
- Organisational culture
- Resource limitations
- Fixed investments
- Interorganisational agreements

Resistance to change

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graph TD; A[Individual Resistance] --> C[Resistance to change]; B[Organisational resistance] --> C;
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Strategies for Overcoming Resistance to Change

- ▶ There must be a reason to change
- ▶ Involve more people in the total plan
- ▶ Communicate on an ongoing basis
- ▶ Create a learning organization
 - Open discussions
 - Clear vision
 - Strong emphasis on interdependence
 - Clear goals and concept of performance expectations
 - Commitment to learning, improving and personal growth
 - Concern for measurable results whenever possible
 - A curiosity to try new methods, experiment and accept failure

Situations that favour change



Organisational development (OD)

► Definitions

- “OD is a process of planned change - change of an organization’s culture from one which avoids an examination of social processes (especially decision making, planning and communication) to one which institutionalises and legitimises this examination”

Burke & Hornstein, 1972

Organisational development (OD)

► Definitions (cont.)

- “OD is a long-term effort, led and supported by top management, to improve an organisation’s visioning, empowerment, learning, and problem-solving processes, through an ongoing, collaborative management of organisational culture – with special emphasis on the culture of intact work teams – using the consultant-facilitator role and technology of applied behavioural science, including action research

French & Bell, 1999

OD - features

- ▶ Focuses on culture & processes
- ▶ Encourages collaboration b/w leaders & members
- ▶ Teams are a key target for OD
- ▶ Focuses on human & social side of org
- ▶ Participation & involvement are hallmarks
- ▶ OD practitioners are facilitators, collaborators & co-learners
- ▶ Overarching goal is to build capacity of org to solve its own problems
- ▶ Relies on action research model
- ▶ Seeks to benefit both the individual and the organisation

French & Bell, 1999

OD Interventions

- ▶ Individual
 - Management training
 - Role negotiation
 - Job redesign
 - Career planning
- ▶ Group
 - Team building
 - Process consultation
 - Inter-group team building
- ▶ Organisation
 - Survey feedback
 - Confrontation meeting
 - Structural redesign
 - Management by objectives

in Bailey, Schermerhorn, et al 1991