

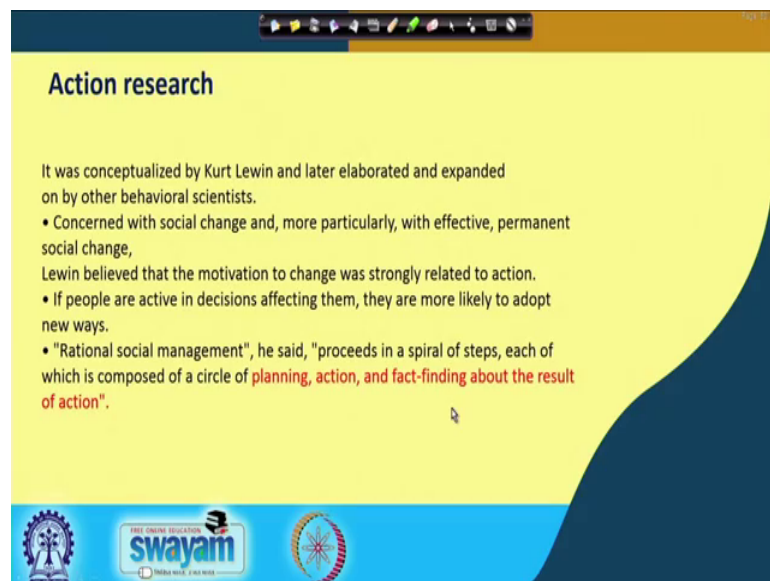
Managing Change in Organizations
Prof. K. B. L. Srivastava
Department of Humanities and Social Sciences
Indian Institute of Technology, Kharagpur

Lecture – 18
Approaches to Implementing Change (Contd.)

So, welcome back to this session on Action Research Approach and before that you know we discussed about two different approaches that was Organizational Development Approach and Appreciative Inquiry. In organizational development approach what we do? We use social science techniques, bring about certain behavioural interventions for a planned change at 3 level that is organizational level, group level, and individual level.

In appreciative inquiry adopt a different approach altogether right that is where we try to realise envision the future based upon your strength right. And then the inquiry is based upon more positive approach and that is why we talked about the positive core which basically relates to what you call developing a more positive image, acting more positively right. And then based on these we collaborate with each other to bring about a change that is envision for the future. Now when we are talking about action research approach it is entirely different.

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Action research

It was conceptualized by Kurt Lewin and later elaborated and expanded on by other behavioral scientists.

- Concerned with social change and, more particularly, with effective, permanent social change,

Lewin believed that the motivation to change was strongly related to action.

- If people are active in decisions affecting them, they are more likely to adopt new ways.
- "Rational social management", he said, "proceeds in a spiral of steps, each of which is composed of a circle of **planning, action, and fact-finding about the result of action**".

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In action research approach is a more practical and pragmatic as I told you. So, what we are going to discuss here is that how we do how do we go about it and how this concept of action research has emerged in the literature.

Now, if you look at this action research approach it was conceptualized by Kurt Lewin and then it was further expanded by other behavioural scientists. So, the basic theory of action research come from what you call the Kurt Lewin. Basically he worked in the area of social change and he say that yes it is very important if you want to bring about any kind of a sustainable change in the society you need to you work on it based on certain principles. So, that the change is more effective and permanent in nature alright.

He says that it all depends upon how you act right. So, the basic emphasis on this action research approach is on action. So, he says that the motivation to change is related to whether you are g.oing to act upon the change or not right, so here the emphasis is upon the action right. For example, if you are acting then you take decisions if you are not acting then you are not going to take decisions right.

So, people are acting they are taking decisions, then they are differently are going to adopt new ways, but if you are not active then you will not be able to take decisions then how will you go and adopt new ways of thinking behaving and bringing about any kind of change right. So, he says that there are set of steps that we follow when we think about bringing about a change in the organization right.

And for that he says that it is more social approach to bringing about a change in the organization right and he also suggested that there are certain steps right and it is again cyclical in nature and he says that these steps include planning first you plan about what kind of change you want to bring, then you act upon that. And then see what is the result are outcome of that particular action right.

So, it appears to be more practical in the sense suppose you want to say that we need to plan about something that say you want to plan to change the structure of the organization right. The moment you say that you want to play in plan about change the changing the structure of the organization then what you do you are going to act upon it right, but before you act you should be more rational and decide how do we go about acting. So, that we are able to restructure the organization right.

And then see what happens? Whether after each structuring the organization there is significant improvement in the performance or not, whether the better relationship between the people or not, what happens to the integration coordination among people across levels in the hierarchy and also horizontally across various departments whether things have improved or not. So, if it has improve it means that you have act properly and the act the result of this action is more affirmative or positive in nature right.

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Kurt Lewin's Action Research Model

The process of change involves three steps:

- **Unfreezing:** Faced with a dilemma or disconfirmation, the individual or group becomes aware of a need to change.
- **Moving:** The situation is diagnosed and new models of behavior are explored and tested.
- **Refreezing:** Application of new behavior is evaluated, and if reinforcing, adopted

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Now, if you look at this action research approach. So, where we go about plan act and then see the outcome. Lewin basically suggests a model which is very common and everybody's basically understands this is he talks about three different stages. The first stage is known as unfreezing right, the second stage is known as changing or moving, and the third stage is known as refreezing right.

So, the first stage is that is where you are going to plan right, it means that is where you are going to unfreeze right. This unfreezing happens when you want to change the a status go to with the individual with the group or everyone with the organization right because you identify that there is a this a need for change right.

So, this brings some kind of I have say discomfort or instability to whatever you want to bring so far as change is concerned right. For example, say you want to bring about a change in the technology of the product that you have been using right. You have certain objectives for it that why you want to bring about a change in the technology may be you

want to go for a mass based production system to a more tailor based production system. And so, you want to adopt a more flexible manufacturing systems right.

Now, the moment you think about that yes you want to move to a more advance manufacturing systems like flexible manufacturing system which is nothing else, but you want to have better control. So, that the quality of the product is which are better right and you are able to generate more profit through custom based production system right. Now you want to bring about a change in the technology.

So, the kind of technology that you are using currently and the kind of technology that you want to bring in. The moment you think about unfreezing you are faced with a dilemma whether you should go for it or not right. So, it would create some kind of discomfort in the individuals in the group who are working on that. And at the same time you also realize that yes you need to go for a change in the system and processes of producing the product and that is why you are moving to a more recent technology that is flexible manufacturing systems.

So, that you can better coverage cover the customers more generate more revenue better have better market share right. Now, the second phase is known as changing are known. So, what you do once you are able to identify that yes it is important for you to go for this kind of change. So, this requires new model of behaviour. So, you need to explore what are the various technologies that is available and then you identify particular technology that would be stable in your context.

So, explore and test it and then you try to implement it right. So, the changing phase or the moving phrase is that yes you go about bring a about a change in the technology and in the process you also need to ensure that the diagnosis that you have made is better the process, that you are going to adopt for change is good right and the behaviour of the people are is also going to change, so there is a less assistance.

So, the maximum work is to be done at the assistance because that is where you are going to implement the change and once the change is implemented then you go for refreezing. So, when we are talking about refreezing what does it mean? It means that you want to see that the new behaviour is going to be embedded with the system right.

Now if you look at the example that I had given say related to the technology and you say that you want to bring about a more flexible manufacturing system in your products. So, now this flex flexible manufacturing system is embedded with a with the system it is a part of the organization and people have started working to produce results it means that you have adopted the system of new technology right.

So, if you look at this Kurt Lewin model this action research model it talks about starting with unfreezing right, then go about a change and then finally, refreezing it means that the change gets institutionalized established and become a part of the organization right may be again after sometime you start questioning the kind of technology that you have.

So, again you start the same process whether there is a need to bring about a new system, or the new technology. Then again you bring about a change and then again you refreeze it right. So, this is a more generic model which Lewin has proposed and that is where you need to act upon it to ensure that the change is brought in and it gets institutionalized and become a part of the organization. Now with this assumption we move further and see what actually happens in action research approach.

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Action Research

Action research is based on the scientific tradition that involves fact-finding and experimentation.

It involves:

- observing what is going on,
- developing hypotheses that specify cause and effect relationships and point to interventions to help manage the problem more effectively
- Taking action
- Collecting data to evaluate the effect of the action and test the hypothesis.

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So, what is done right? What does it involved? Identifying the facts to start with and then experimenting with that because that is what actually you do in action research. So, to start with what you do you go for observation what is happening currently right. Say for example, the kind of technology that you are using whether it is getting giving desired

results in terms of the volumes, in terms of technology, in terms of efficiency or not right. So, you go for observations then at the next stage you develop certain hypothesis, that if this technology is brought then what will happen?

So, you develop certain hypothesis that if you bring a flexible manufacturing system it would affect your production right. So, you will be able to produce different kind of products using the same technology or the same platform this flexible manufacturing system which is going to satisfy a variety of customers. So, that is where you are going to establish a cost effect relationship right.

And then you see that what kind of interventions would be required interventions in this that sense that how you are going to bring about a change in the behaviour of the people. So, that people are going to accept this kind of thing and the trend and able to manage this kind of change right. So, once you have been able to develop a hypothesis that if you are going to bring about a change then what would be its outcome right.

So, you need to establish a cause effect relationship let us take an another example right say from an academic institution right. You say that if you are going to develop your r and d system right whether you are going to bring more effective machines right for analysis and experimentation then it would result in more patents more publications from the faculty.

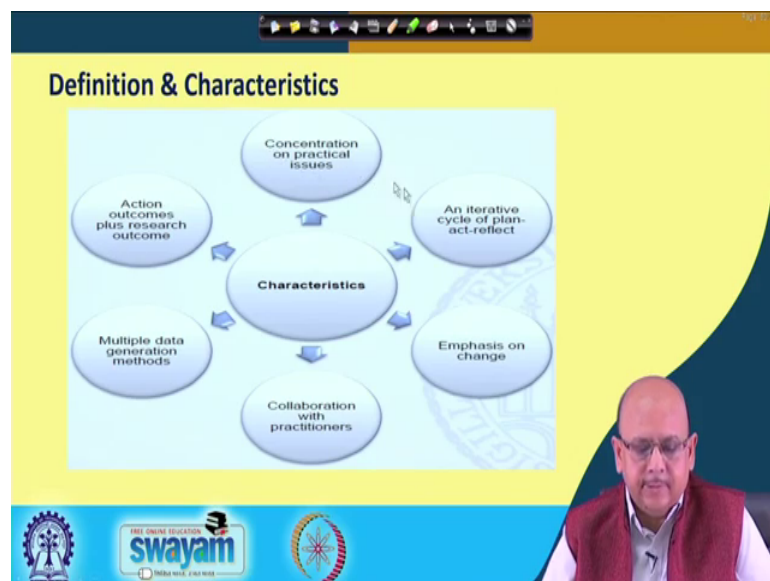
So, publications and patents are a result of more investments in r and d right bring say machines. So, you say that if you are going to invest more it would result in better publications, a more products, or patents you can say. So, that is where you try to establish a cause and effect relationship between the two. And then in order to establish are proved its hypothesis are test this hypothesis what you need to do is you need to invest in r and d systems.

So, that it helps people to be more productive right then taking action actually bringing about a change. It means that now you have decided that yes in order to prove your hypothesis in terms of cause effect relationship you are going to install a more convenience say system, or what you call a in terms of technology, or more flexible manufacturing systems are a new machine in the laboratory right.

So, this is related to action part and then once you have taken this action the next is looking into the effect what is the outcome right. Whether the flexible manufacturing system has been able to prove its work in terms of outcome or not? How many type of or variety of products have been able to produce? What happens to the quality of the product right? What happens to the satisfaction of the customers with the products that you have been able to produce using the flexible manufacturing system right.

So, if you find that there is a significant improvement in the revenue that you are you have been able to generate. Because of that variety of products which you have been able to offer the customers. So, you are able to establish a better relationship or you can say yes this has been possible because we have been able to bring about a change in the technology. So, you are able to establish a cause effect relationship right. So, this is how the action research goes about.

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Moving further what we are on to discuss is the process or the various characteristics. Look at the various characteristics right. So, here you focus on more on practical issues right is that you are really interested in experimentation or observation and want to go about it. Then at the next stage is iterative cyclic it means cyclical process through where you going to plan, act and then reflect.

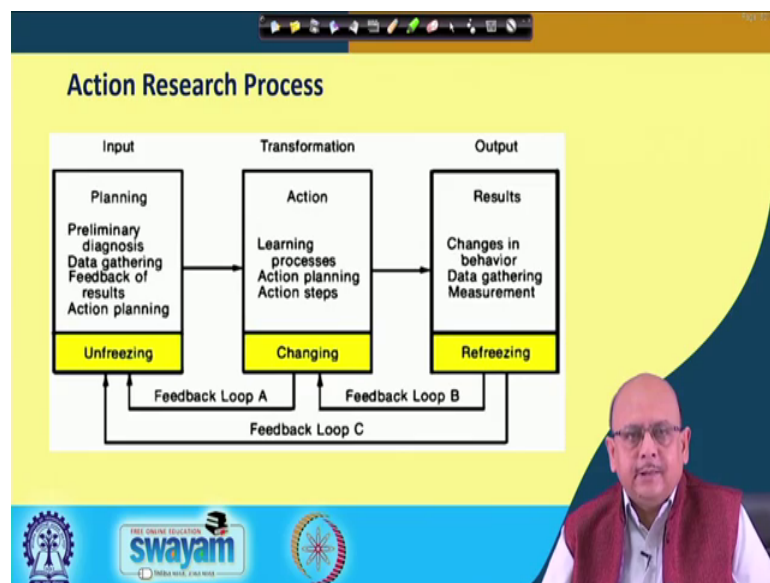
It means you planned activities you want to go about in terms of change, you act on that and then see what happens. Whether you are able to establish the cause effective

relationship or not? For example, say where I say that you want to bring about a more flexible manufacturing system for products right you have brought in what is the outcome then the emphasis is on change it means earlier you have been able to offer a singular product, but with FMS you are going to offer a variety of products right. So, this is a change in your product line.

Now, what is what does it requires? It requires collaborations who are practicing. So, the practitioners need to collaborate especially the employees who are going to work on this new technology and for that you also need to invest on the training and developments. So that you expect better collaborations so that they can work on the new technology.

Then you generate data related to the outcome right. You look at the variety of products that you have been able to produce using that machine right and the revenue that have been generated and then you evaluate it. What happens? Is there a significant improvement, and change as your market share gone up the customer based size increased. So, these are the outcome action outcomes right. So, if these things are achieved then you can say yes you have been able to follow a more practical approach in dealing with the change. So, to bring about a more sustainable change which leads to better outcomes right.

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Now, moving further if you look at the process what actually happens at different stage? You can see at the first stage in the action research process what happens its related to

planning, second stage its relate to action, and the third relate to what you call the results or the outcome phase right.

Now, if you look at the planning phase what happens? You go for some kind of diagnosis let us take the same example of technology. So, you diagnose that the kind of technology that you have been able to use is outdated, it is getting obsolete gradually and you need to bring about a change in the technology because you have been able to offer only one product using this technology right.

So, you collect data that what is happening with this technology how good it is right and based on the results of the kind of technology that you have been using in terms of customers, revenues, right market share, you decide to go about a change right and this is where you are going to unfreeze yourself right. So, this stage is known as unfreezing.

So, from here you move to the next stage that is moving or the changing step and this step actually you actually bring about the change. What I mean to say here is that based upon the diagnosis that you have done you plan the action ok. So, you decide what are various alternative options that you have in terms of technology? So, what kind of choice you want to make in terms of the technology?.

So, you explore that look at the various technology that is available and whether you are in a position to go about it or not that is very important because you need resources to go about it right. So, once you have been able to decide that you want to go for this kind of technology. Because this technology offers certain solutions to your problems that is it can produce more variety of products right, because it is a more adoptive system compared to the earlier technology that you had where you can offer more products using the same technology. Because this is more flexible manufacturing systems for example, say you have been producing a particular goods say chairs.

So, if you are using this technology you are going to produce chairs which will have the same characteristics similar features. Now using this technology you can produce variety of chairs using the same this flexible manufacturing technology and if you are going to use variety of chairs you will be able to better satisfy variety of customers.

So, your customer based might go up right and with this hypothesis you move ahead and decide about bringing about a change in the technology. So, that you can produce a

variety of products right and then actually you go for this technology you take steps. So, that this particular technology is implemented in the organization are successfully installed.

What are the other steps that you require? You also bring about the structural changes that is required, you also need to invest in training and development of the people, so that they can work with a new technology. So, all this becomes a part of the steps that you need to take a long with bringing about a change in the technology right ok. Then once this change is or the change has taken place you can say then you move to the next stage that is what we call the refreezing.

And in this change this stage actually you want to see what kind of changes has happened in terms of what the various parameters that you use to evaluate the results right. So, you collect data in terms of number of products or the variety of products that has been produced by you, number of customers with they have increased or not.

What is a cut satisfaction level this could be a soft data you can also see whether it has been able to produce more revenue for the organization or not right. And if you are satisfied that there is a significant improvement in this technology that we have been using and this technology and the result is more positive and then based on these parameters which you have used to evaluate it. What you do? You refreeze it ok.

Let us go for this now this is going to be a part of the system, but this is not enough you also create a feedback loop right. And this stage the first feedback loop is that whether you have been able to bring about the intended change, whether the technology established? Whether people are trained to are with the new technology or not? So, you provide feedback then is another feedback whether this new technology is working effectively or not.

So, you provide feedback after establishing whether it is working well or not the third feedback is whether the change in the outcome is realized or not. So, you can see 3 feedback loops one from here, one from refreezing to moving and the third one from refreezing to the planning stage. Because once you have institutionalised and the technology become a part of the system right it does not mean that you are not going to and freeze it further.

stage to the next stage what you do again you go through the same stage once you have acted a implemented the technology new technology then you collect the data about the change that is happening into the variety of products, customer based market share, revenue or whatever parameters we have used, share the data and then you compare this with this one.

So, this will help you to realise whether there is a significant improvement or not and if it is not then you need to go about revising your plan. Because you find if there is no change and there is no significant improvement in the customer base though have been able to offer a variety of products. There is no change in the market share or the no change in the revenue generation. Then what is the point of bringing about this new technology? You have invested lot of money, but it is not useful right. So, you need to revise your plan and then act upon it.

So, it is a cyclical process which it goes on based on feedback you need to act and decide whether there is a significant improvement or not based on its change that you want to bring right. And you find that yes there is a significant improvement then you do not need to go and revise right you act upon it and go for institutionalising that. So, that it becomes a part of the system right. So, this is the process that we have discussed now.

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The Axelrod meeting canoe: A useful change tool

The meeting canoe is a blueprint for making meetings dynamic and energy-creating rather than spirit-sapping and energy-draining. The canoe represents the opening up phase, the body of the meeting and the closing down phase.

Welcome | Connect to each other and the task | Discover where we are | Elicit peoples' dreams | Decide who does what | Attend to the end

Start by making people feel welcome. Pay attention to how you greet people and pay attention to seating arrangements.

- A circle or semicircle may work better than seating people in rows with senior people at a top table.

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We are moving further to discuss one approach which is basically a very approach a very useful approach and it is it is used as a tool for bringing about the change. It is like a

canoe, it is a blue print for making more dynamic changes in the organization. So, if you look at this it represents the opening phase and the body of the meeting and the closing down phase right.

So, if you want to bring about change then how do you go about it? First is the welcome stage connect to each other and task then discover where we are. Then get the dreams decide want to want to do act and then attend to the end. So, in this process when you go about planning it is very important right. So, to start with you have to start by making people feel welcome. So, pay attention to those who are going to be a part of this right. So, go for a both semicircular or circular arrangement; so that people can see each other right first stage right and that is where I want to connect to each other.

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Connect people to each other and the task

Welcome	Connect to each other and the task	Discover where we are	Elicit peoples' dreams	Decide who does what	Attend to the end
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Find ways to create connections among people. Conversations help us connect. Find a way to get everybody engage with others. If they are strangers or semi-strangers you might start by asking them to share something about themselves that others may not know, or you might initiate a quick once round the group with people saying why they are there or what they hope to get out of the meeting.

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So moving to next stage that is connect to each other and the task. Then how are going say converge how are going to interact and relate with each other right? There could be people who are strangers or not known to each other. So, you are going share information about each other and you also initiate the process. So, that they are able to understand and share each with each other whatever knowledge and skill they have right. And this base basically helps you to establish a better rapport with each other.

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Build a shared picture of the current situation

Welcome | Connect to each other and the task | **Discover where we are** | Elicit peoples' dreams | Decide who does what | Attend to the end

Discover the way things are—build a shared picture of the current situation.
If the purpose is to solve a particular problem you might start by encouraging people to talk about how the problem impacts on them and their bit of the organization.

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So, if you are able to better connect then you move to the next stage that is discover right the picture of the current situation. So, when you are going to plan especially what I am talking about is related to the planning activities right remember we talked about the planning activity.

So, when you are going to engage in this planning activities for that how do you go about the process or planning activities that is what we are discussing here. So, let people participate in the process of planning and then once they are connected with each other right. The next stage what we do? You are going to discover what discover the current situation right where you are? How the technology is working right. How it is going to effect the organization? So, this kind of discovery happens at this stage and after that you move to the next stage dreams right.

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The slide features a yellow background with a blue header and footer. At the top, a navigation bar contains various icons. The main title is "Build a shared picture of what people want". Below the title is a diagram shaped like a lens or a wide arrow, divided into five sections: "Welcome", "Connect to each other and the task", "Discover where we are", "Elicit peoples' dreams" (highlighted in pink), "Decide who does what", and "Attend to the end". Below the diagram, there is a paragraph of text: "*Elicit people's dreams*—build a shared picture of where you want to go. One way of doing this is to get people to pretend it is two years on and ask them what they would like to be telling outsiders about what the situation has become." followed by a bullet point: "• Pay attention to the themes that emerge. Is there a shared picture?". In the bottom right corner, there is a video feed of a man with glasses and a red vest. The footer contains logos for "swayam" and "THE ONLINE EDUCATION" along with the text "शिक्षा विद्या ऽ मृतमश्नुते".

It also it is also related to partly you can say the appreciative inquiry that is because that is where we also talked about discover, dream, design and destiny. The same approach can be followed in action of action research approach as well where you try to elicit the dream. Where you are going to share a picture of where you want to go right from the kind of technology that you are using or assembly line right which can produce only one type of product. You create a picture of the future where you want to share that we need to create a variety of products right, or different kind of products using a system or technology right. Because that would help us to make more profits become more competitive in the market right.

So, then you ask them and then they try to come out with where there would share a picture of where they want to be right. So, look at the kind of theme that is emerging in terms of technology. What kind of technology should be desirable for the organization? And whether everybody shares the same concern or everybody is thinking like that we need this kind of technology right.

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Decide what needs to be done

Welcome | Connect to each other and the task | Discover where we are | Elicit peoples' dreams | **Decide who does what** | Attend to the end

Decide on who does what

- Identifying what needs to be done and decide who will do it.

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Then the you move to the next stage right ok. So, once you decide that you are you need to act upon and who is going to do what right. Who is going to find about the technology? Who is going to train people? Who is going to be in the procurement? Who is going to instalment installation? So, everything is to be decided. What needs to be done in terms of bringing about the technology and then who is going to do what?

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Connect people to each other and the task

Welcome | Connect to each other and the task | Discover where we are | Elicit peoples' dreams | Decide who does what | **Attend to the end**

Attend to the end.

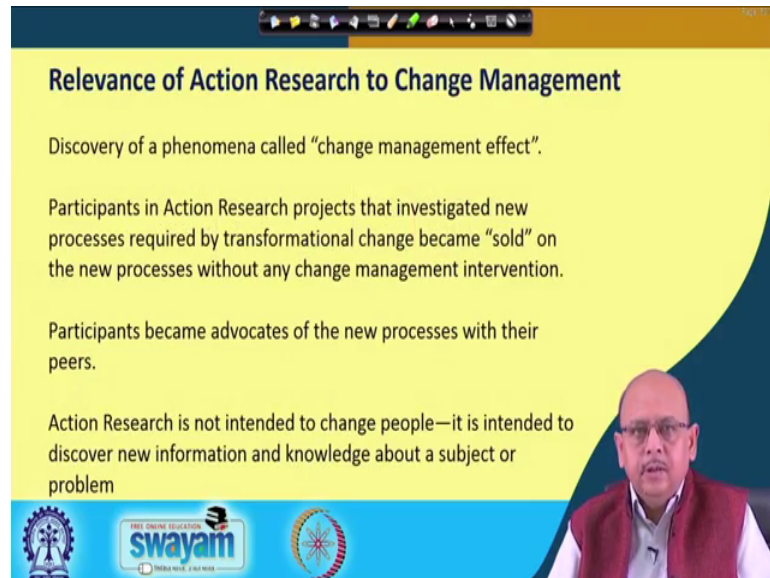
- Put as much thought and attention into saying goodbye as you did to saying hello.
- You might end by reviewing decisions and agreements so that everyone is sure what has been decided and the next steps are.

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And finally, in the last phase what you do? You go for it establish it right and then you see whether this decision that you have taken is correct or not right. So, this model this

canoe has been used to see that how do we go about planning right. So, that we are we are able to act upon that to bring significant changes with better outcomes right.

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Relevance of Action Research to Change Management

Discovery of a phenomena called “change management effect”.

Participants in Action Research projects that investigated new processes required by transformational change became “sold” on the new processes without any change management intervention.

Participants became advocates of the new processes with their peers.

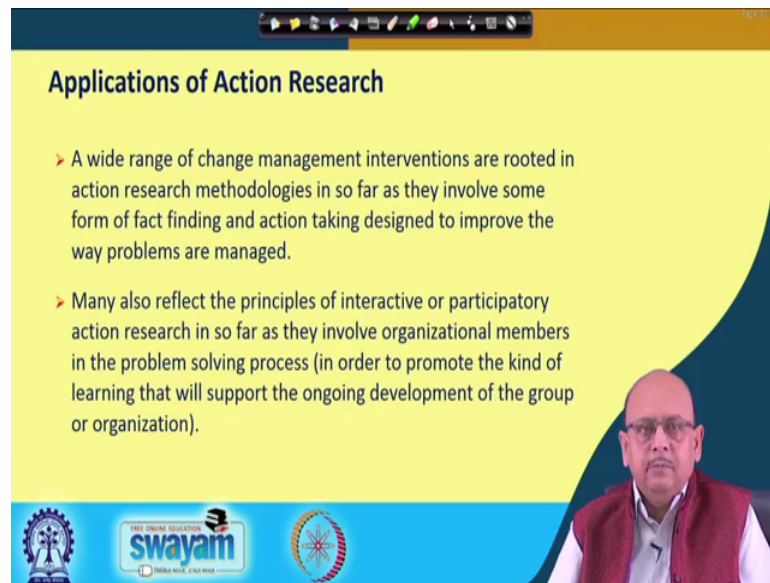
Action Research is not intended to change people—it is intended to discover new information and knowledge about a subject or problem

The slide features a video inset of a man in a red vest speaking. At the bottom, there are logos for 'swayam' (Free Online Education) and 'INDIA RISE, INDIAN RISE'.

Now, if you look at this action research approach that we have been talking about right. How it has been used in so for a change management is concerned right. So, basically if you look at the planning stage what happens? Those who are engaged in this planning activity they want to bring about certain changes whether it is incremental or transformational. They need to be convinced and also convince the top management that need to go about it and we need to act upon it right now otherwise it is going to be too late right.

So, they become the advocates of the new processes because they are engaged in the process they go through this process of discovery design and dream to decide this is what we require. So, they also feel that they are becoming they are the part of the process right. The idea here is not to change the people right the idea here is to come out with the new information knowledge which would help them to resolve the problem. It is not that you want to bring about the change in the people, but you are going to train the people, so that they can work with the new technology right. So, this kind of approach is being is used when we are talking about the relevance of action research to the change management right.

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Applications of Action Research

- A wide range of change management interventions are rooted in action research methodologies in so far as they involve some form of fact finding and action taking designed to improve the way problems are managed.
- Many also reflect the principles of interactive or participatory action research in so far as they involve organizational members in the problem solving process (in order to promote the kind of learning that will support the ongoing development of the group or organization).

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Now, look at some of the applications. If you look at most of the interventions in the area of change management right what actually happens ok? So, you start with fact finding, taking action which is designed to improve the situation right. So, most of the time you will find that this kind of approach is used in incremental changes less, in what you call transformational changes because you know that this is not working.

so, you act upon it bring about a change right and see whether the intended change had significant improvement on the performance of the organization on it and that is how it continues right. So, if you look at the application part of this is what we call this action research approach it is very much possible is very practical actually that is very you decide about it ok.

Based on the information of facts that you have right you share the data with others collaborate with all the people together and then based on the feedback you explore the possibilities that what kind of things is required. The same thing can be say about the say a structure now you know that your structure is not efficient in terms of say coordination, integration that is required by the organization to facilitate effective performance.

Now, what needs to be done in this case? You need to go for re structuring. Now if you for re structuring and if you have say function based structure now whether you should move to a product based structure division based structure a matrix structure all together become a more horizontal organization of flatter system.

So, there are a variety of options that is available for e structuring right. So, at the discovery stage basically at the first you see that what are the drawbacks of the functional stage structure? Why it is not working? And then what kind of structure you think would better work in your organization given the context and situation in which you are working.

Then you explore the possibilities and then pin your hopes on one particular structure you think would be better and see that there is a consciences that everybody is sharing the same kind of picture related to the restructure. So, you decide let us go for a matrix structure because that is how we will be able to optimize the resources and to make the organization more effective right.

Now the moment you decided from flatter structure sorry from a functional structure you move to a more matrix structure how it is going to help the organization right. So, you build upon that a structure and see what happens in terms of relationship, in terms of authority, in terms of the outcome right that you have thought of right products services whatever you are offering. And see whether the relationship has improved vertically and horizontally the moment you move to a more say matrix structure.

So, if it has happened then you make it a part of your organizations and announce that ok. Now we are going to have a matrix structure for this organization it is going to miss institutionalized and become a part of the system, may be after sometime you realise that a system is not working. So again you go for a change right so it is a cyclical process.

So, you act upon it, plan, act and then look at the result. So, it is basically based on the idea what you call unfreezing moving and refreezing right. So, with this we are going to close this.

Thank you very much.