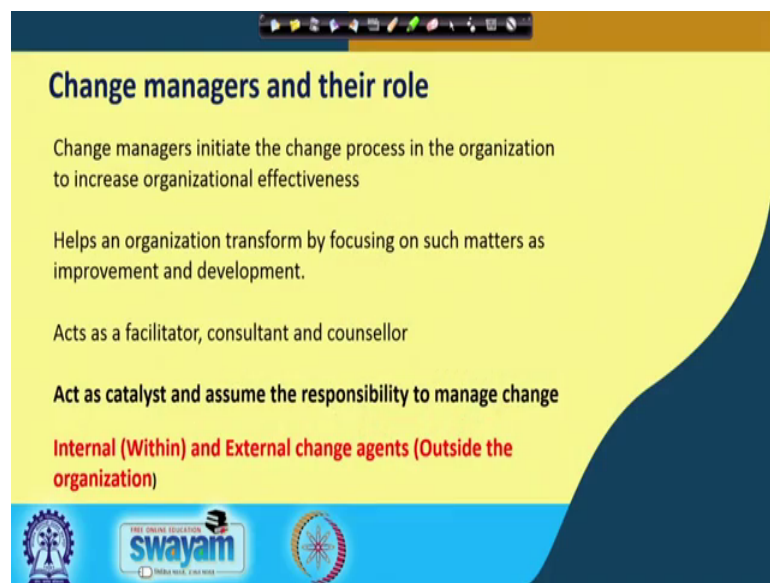


Managing Change in Organizations
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Lecture - 03
Types of Change

So, welcome to the third session of this course on Managing Change in Organization. If you remember in the first two sessions, basically we try to understand the dynamics of change management. In order to have a successful change, we need to see that there is one person or is group of person who are going to be responsible for managing a change effectively in the organization. So, on this session, we are going to discuss about your change managers and their roles, and what kind of image they have in the organization.

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Change managers and their role

- Change managers initiate the change process in the organization to increase organizational effectiveness
- Helps an organization transform by focusing on such matters as improvement and development.
- Acts as a facilitator, consultant and counsellor
- Act as catalyst and assume the responsibility to manage change

Internal (Within) and External change agents (Outside the organization)

Logos: IIT Kharagpur, swayam, and another circular logo.

So, when you are talking about change managers, basically they are responsible for managing change in the organization. So, what you are going to discuss now is the change managers and what is their role in effective management of change. Now, if you look at the role of the change managers, the change managers are appointed by the organization ok. And they basically initiate or start the process of change in the organization with the objective that how we can improve the effectiveness of the organization.

So, change managers are basically responsible for a smooth conduct of the entire change program in the organization right. And the change managers are also responsible to see that how this transformation from the current state to the future desired state happens. And this moving to the desired future state actually is related to what you call improvement and system structure processes, and also the development of the organization.

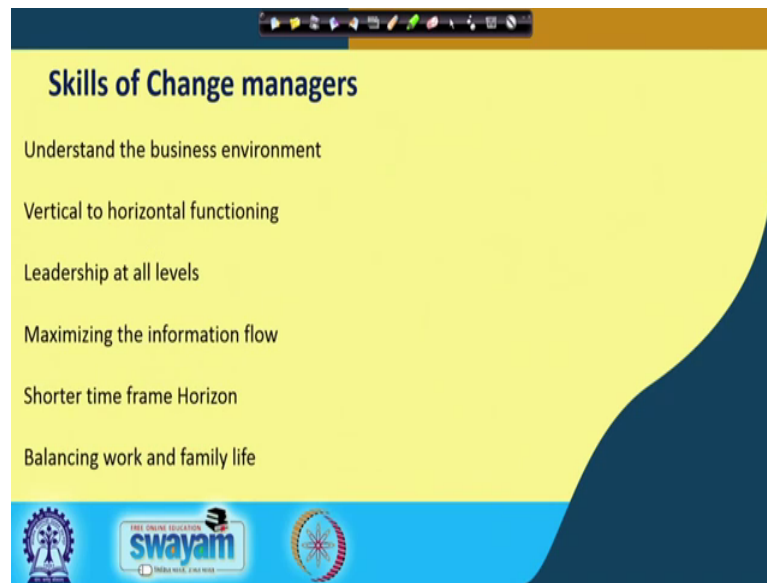
So, ultimately the change managers are going to be responsible for this kind of activity. So, we need to ensure that change managers play their role effectively. So, they play different kind of role like they trying to facilitate the change process. So, who were is in involved, they try to facilitate by providing resources, helping them out to see that what needs to be done, looking into the resources, organizing people, talking to people, communicating to the people. Also telling as a consultant what needs to be done and if there certain problems also counselling people. Let us see that what needs to be done.

So, if you look at the role of the change managers, basically they acts as a facilitators, consultant and counsellor. So, the role of change manager is very, very important and that is why most of the organization you will find that they appoint change managers to look after the change manager program. So, that the organization improves the performance and effectiveness. So, ultimately they act as a catalyst. Catalyst is someone who is going to be their without affecting the things and ensure that how the changes going to happen right.

So, the change managers are mostly appointed within the organization. So, they are known as internal change managers, but sometimes you also take help of people from outside and they are known as external change agents. So, there could be two different kind of role that could be performed by the change managers. If there from within the organization, they are known as internal change agents, internal change managers, but if they are coming from outside they are known as outside change agent or external change agent.

Now, whether they are going to appoint change agent internally or externally, they perform different kind of role right, the only there certain advantage and disadvantage as you can say associated with having a internal change agent as well as a external change agent.

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Now, when we are talking about the change managers or change agents will also look in to the role that who are going to be appoint as change mangers. Because, they must have certain skill and knowledge and experience to work as change managers, not everybody can you appoint as change managers. So, we also need to look at this very carefully while appointing [chan/change] change managers, because these change managers are going to be responsible for the entire change manage and process.

If you are not able to appoint a proper and effective person, who is going to look into the change process then, it is not going to be successful. So, you have to very careful while appointing change managers for the organization and this responsibility of the change top management. To ensure to have good change mangers whether it they are from inside or outside.

Now, the kind of a skill that would required by change managers include like, the they must understand the business environment. It means that change managers should know that kind of environment in which the organization is operating. So, they should have a very clear understanding of the business environment, which include external environment in mean what kind of technical social cultural economic environment is there. What kind of say (Refer Time: 05:17) are there, what kind of indoors suppliers are there right.

So, they must have a very clear understanding of the general as well as specific environment of the organization which is going to affect the organization. Because of with the change is required. So, why the change is require that will take up later, but here we want to tell you that it is very very important that change managers in their role cannot work effectively, unless they you know the kind of environment. The business is operating in and how this environment is going to influencing working of the [organi/organization] organization.

Now, another point is that yes, they should know different kind of functioning what people are doing at different level, not in the in a hierarchical system, we have various departments and we have a hierarchy right. Hierarchy talks about the vertical functioning here. So, we have to see that what who are the people, who are working at different levels in the organization that is vertical functioning and when we are taking about horizontal functioning is at what are the various departments in which people are working.

So, we need to ensure that change managers have all the details related to various departments and functioning that is horizontal and also the kind of people who are working vertically from top to down right. And they must be able to provide some kind of leadership at different levels, because if the there not going to lead especially related to the changed then it is not going to successful. So, unless they have knowledge about the business they know who are the people, what are the various departments, which are there in the [depart/department] in the in the organization, it would be difficult for them to provides any kind of leadership at any level.

So, if they have good knowledge of vertical functioning, they can provide good leadership. Because, they are familiar with the things and they also need to see that all the information that is required to bring about a successful change is communicated to all the stakeholders and for that reason they need to maximize the information flow. So, they must create communication channels both vertical or horizontal including network communications to ensure that all the information is communicated to the relevant people, so that they know what is happening in the organization.

See one of the basic objective of maximizing the information is to lead people know what is happing in the name of the change, what kind of change is being brought in, how

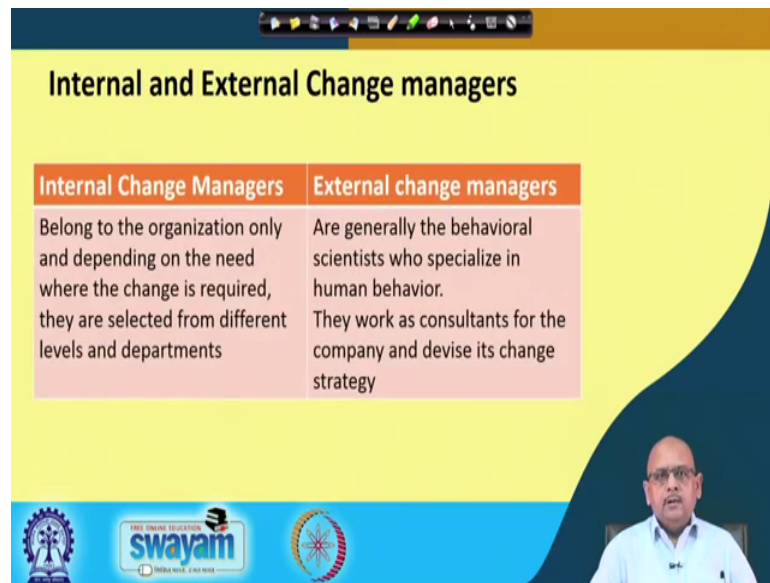
the change is going to be implemented, how the people are going to be affected. So, all this information would be required and the change managers must be in a position to maximize this, so that everything is communicated to the relevant stakeholders.

Another point is that they should have a shorter time frame horizon. It means that any change event should not take a very long period. So, they need to ensure that whatever time limit is there for bringing about an effective change should be there. Because, if you do not bring change within the deadline, then it is not going to be effective, you cannot extend certain things beyond a certain point. So, it is very very important to that the identified that time frame for affecting any change in the organization, and they try to maintain it.

While they are working on change it. It is also important that though they are deviating most of their time to ensure that the change is effectively executed and implemented in the organization, but at not at the cost of their balance of work and family life. So, they also need to ensure that while they are working for the changed to make it successful, they should not also forget about the other parts of the life. It means that there is a need to maintain a balance between their work and family life; otherwise they would not be able to work on sustainable basis. So, it is very very important to ensure that change managers with their appoint in internally or externally are having these skills to work effectively.

Now, about from the healthy change managers, which were which we are talking about in terms of the skill, we also need to ensure that whether they are appointed internally or externally they are going to work effectively.

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The slide is titled "Internal and External Change managers". It features a table with two columns: "Internal Change Managers" and "External change managers". The background is yellow with a blue wave on the right side. At the bottom, there is a video feed of a man in a light blue shirt and a banner with logos for "swayam" and "THE ONLINE EDUCATION" along with the motto "विद्यायाः ऽथवा मृतमश्नुते".

Internal Change Managers	External change managers
Belong to the organization only and depending on the need where the change is required, they are selected from different levels and departments	Are generally the behavioral scientists who specialize in human behavior. They work as consultants for the company and devise its change strategy

So, what you are going to talk now is that inter there could be internal change managers or external change managers. Internal changes manager, basically which is from the organization. So, they belong to the organization. And depending upon the requirement of the organization and what kind of change is required they are selected. So, only thing that need to be looked into is that they should have those a skills, which have been we have just talked about. It means they should have a good knowledge of business, they should have good knowledge of all the functions, and they should also have good knowledge of the structure of the organization, and they should be able to provide leadership. And if they have these qualities, then such people could be appointed as change managers from within the organization right.

And second one is external change managers, so when we are taking about external change managers are they are basically appointed from outside and they could also be called as consultant. So, when you are going to appoint external change managers, we also need to see that what kind of qualities, they should have. Most of the time, we will find that they may not be familiar with the system structure and process of the organization. But, what they are good at is the knowledge of the behavioural science skills right. So, they are experts in what you call the human behaviour, because if they are expert in human behaviour. They will be able to extract relevant information from the employees of the organization ok.

So, most of the time that worked as consultant and then they talk to the relevant stakeholders. They see what kind of problems are there and based on this. They are able to identify what kind of change is to be brought on and they also discuss with the stakeholders that what kind of changes strategy would be adapted.

Now, since we are talking about internal and external change managers, it is always good to have change managers from within the organization, because, they are having certain advantages your external change managers. But they same time will also find that external change manners have some advantage over internal change managers. Now, what we are going to discuss is if you are going to have say internal change managers, what are the advantage and disadvantage. And if you are going to have external change managers what are the advantages and disadvantages right.

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Internal Change managers	External change managers
Apply change practices suitable to the needs of the organization within the organizational norms. View change as an on-going process They use problem-solving skills to deal with problems Their role is primarily of implementing the change process.	Take total view of the organization as a system. Not much affected by norms of the organization. Use diagnostic skills to diagnose the problem and plan the overall strategy for change. Act as process consultant, by deciding the process to introducing change. Help the organization move towards self-renewal and growth

So, if we look at internal and external change managers, what they do basically, the internal change managers they apply they practises which is required within the organizational norms. It means they know about the norms and standards of the organizations. And the thing that the change is something that is the non going process a continuous cyclical process. And they try they use problem solving a skills to deal with the problems. This is there from the organizations they have very much familiar with this kind of things.

So, basically their role is here to implement the change where the problem is known and then they try to find out a solution through problem solving skills and then they try to see that how the change can be implemented. But when you are having an external change manager, they have a different view. They try to look at the organization from a different perspective.

Being an outsider ok, they are not going to be affected by the norms and standards of the organization. The reason is that they are from outside. So, they will have a more unbiased perspective or in a more objective view of the problem compared to an internal change manager right. So, they use certain diagnostic skills to identify the problem and then they see that what kind of strategy could be used for successful change implementation right.

So, they basically try to identify the process through which the change can be carried out after identifying the problem right. So, as an external change manager, they are going to be more objective in their assessment. They are not going to be influenced by the working and the culture of the organization, since they are from the outside ok. And for them it is a one-time process, because they are going to work at a particular problem.

Suppose, you are facing a certain problem related to say absenteeism right. Being an external change manager you will try to identify why this problem is there then how can we make things better for the organization. So, it is a one-time problem you have appointed an external change manager, he is going to look into it try to find out the issues and then he is going to suggest what needs to be done in order to improve this particular process, so that absenteeism is reduced to a certain extent. So, both internal and external change managers are very very useful. And depending upon the requirement they can be appointed by the organization.

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Advantage	Disadvantage
Time saving	Lack of objectivity
Ready access to the organization	More cautions while dealing with integral power structure
Knowledge of organization, its culture and dynamics	May lack certain skills and experience to facilitate organizational change
Access to information	
Less threatening than an outsiders	

Now, it will also look into the advantage and disadvantage that was have been a taking about. So, when we are looking in the advantage of advantage and disadvantage of internal change managers as I told you earlier also that since they are familiar with the system structure and process it is always good to have internal change managers. And their certain advantages like it will it is going to save that time because they know about the things they have access to the organization, they know about the business, they know about the function, they know about the culture, they know about the dynamics of the organization right.

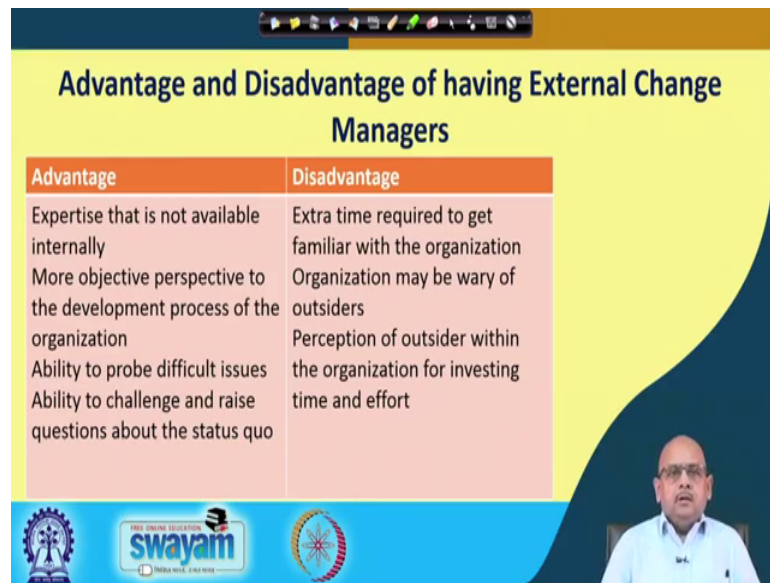
So, since they have access to all the information, it is good for them and this it is going to be less certainly because other people know him that ok, this person is going to work with them. So, they are going to be less threatening then and outsider, because the outsider will have a different perspective all together.

But at the same time internal change managers have certain disadvantages, because they are not going to be objective, they are going to be influence by the norm, culture, values, the group to which they belong. So, they are going to be more subjective compare comparatively not all the time, but compare to external change manager, they are going to be less objective right. And while there are going to deal with certain problems, there might be influence by the power dynamics of the organization right, so that has to be looked into that they are not going to be including by the power structure right. And then

they may not be having certain a skills and experiences which would be required from a change agent or change manager to facilitate change.

So, if you need to ensure that internal change managers have the required skill, they are going to be objective, they are not going to influence the power dynamics objective while facilitating effective change. And if you find that it is not they the case, then you should move to have an external change manager.

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Advantage	Disadvantage
Expertise that is not available internally	Extra time required to get familiar with the organization
More objective perspective to the development process of the organization	Organization may be wary of outsiders
Ability to probe difficult issues	Perception of outsider within the organization for investing time and effort
Ability to challenge and raise questions about the status quo	

Now, when we are going to appoint an external managers, the it has certain advantages like because for example, it is always good to have somebody from outside if you find that expertise within the organization is not available ok. It means you do not have such a people who can facilitated effective change within the organization, then in that case it is always good to appoint somebody from outside.

And again, a person from within is going to be most subjective, but having an external change manager means that they are going to be very very objective. And they are going to look at thinks from neutral perspective are you can say very objective perspective and see that what needs to done the order to develop the organization. And they can also probe difficult issues which is not the case with the internal change managers because internal change mangers because of certain compulsions, knowledge and experience or the power dynamics may not been in a position to either challenge or is certain question

about what is happening in the organization. So, if these are the issues, then you should go for having an external change managers.

Another thing is that either certain having either having certain disadvantage also. Like they take they need more time, because they need to understand the business, they need to understand the culture, they need to understand the dynamics, power politics in the organization, before they are going to start their work right. So, they need extra time to get familiar with the functioning of the organization and sometimes organization are varying from outside it because from somebody from outside. So, how is going to look into the thing. So, they are really worried about this kind of things. So, top management some times are very consuls about these kind of things.

So, another disadvantage is in sometimes the top management is not sure that how much time and effort would be invested by an external consultant because it is from outside he will do the he will simply do the job and go. So, if you think that external change mangers are not going to do justice with the problem which they have taken up, it is not advisable to go for external change managers ok. Though both internal and external change managers both have (Refer Time: 18:50), their own advantage and disadvantages. Now, we have been talking about the advantage and disadvantage of the change managers.

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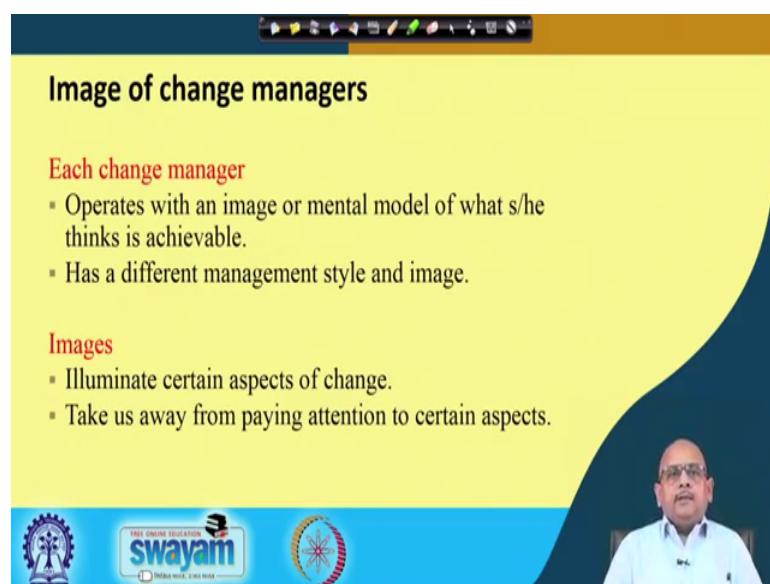


Image of change managers

Each change manager

- Operates with an image or mental model of what s/he thinks is achievable.
- Has a different management style and image.

Images

- Illuminate certain aspects of change.
- Take us away from paying attention to certain aspects.

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Now, let us see that what kind of image this change managers form, because when you are going to work as a change managers, you developed certain images depending upon what kind of leadership style you follow, what kind of communication pattern will use, what kind of norms and culture you are influenced by right. So, as a change manager you develop certain images. And this images are going to guide you how successfully you are going to implement the change.

So, next what you are going to talk about that image about of the change managers. And when I say image of the change managers means that the change managers whether they are going to be appointed internally or externally, they are going to have certain mental frame works are the way the things are going to be achieved by them. So, it means that they must have made up certain minds that ok, this is how I am going to operate on this problem and this is how I am going to solve. So, they have it is true that they have their own way of functioning, and they have their own style of doing the things right. It means each change manager depending upon the situation, the context, would use a different kind of a style and image

Now, when I am talking about the image what does it mean it means that he talks about how you are going to look at the change, and how you are going to solve the problem right. For example, one change manager would treat causally to solve the problem, while another change manager would direct from the top you know this problem is to be solving immediately. So, these two will have different kind of images right.

So, if you are confine to a particular of image as a change manager, then the problem that comes out is that this images are going to guide you that how we are going to look at the change, and how are going to solve the problem right. So, when you are talking about image, it talks about how look at the change. And if you look at a change from a particular perspective, then you are going to basically ignore certain other perspectives of the change.

So, if you are being guided by particular image then this is what is going to happen. What I mean to say that the how you are going to look at the change how you are going to successful implement the change, then the organization may be guided by the kind of image the [chan/change] change managers I have formed. And these images are formed based upon they socialization, they culture, they norms and values that they have, the

kind of management style then that they have. So, all this is going to affect the their way they are going to function because change manager also called change leaders. So, you have to see that how the change leaders are going to take up the issue to solve the problem and bring about the change.

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The slide is titled "Objectives of understanding the image of change managers" and lists the following objectives:

- Understand the importance of organizational images and mental models
- Identify different images of managing and of change outcomes
- Different images of managing change
- Identify the theoretical underpinnings of these change management images
- Understand the practical implications of the images and how to use them.

The slide also features a video inset of a man speaking, the Swayam logo, and the text "FREE ONLINE EDUCATION swayam" and "INSPIRE MORE, CHANGE MORE".

Why it is important to understand the image of the change managers, because the change managers would develop certain formworks within which they are going to work. So, it is very very important to understand that what kind of mental frameworks and images have been formed by the change managers about the change and how is going to take up the issue right. So, it is very very important to understand what kind of image change managers have.

The another think is that different kind of change managers made behaving different kind of images. And how they look at the change outcome, how they are going to interpreted perceive and manage change outcome would be different right. And at the same time different kind of managers will have different images of change mangers depending upon their functioning there personality in the mental framework, the management style. So, each one of them will have a different kind of framework. So, it is very very important to identify the theoretical underpinnings of these change management images.

So, what we are going to discuss next is that ok, what are the various theoretical frameworks of these change management images, which has which are broadly accepted

and used by change manager. So, we have to see whether any change managers going to fit into this particular image, because that is what is going to guide him to take up the change successfully right. So, what we are going to take talk about next stage is especially the images of the change managers.

(Refer Slide Time: 23:25)

Images of managing change

(Source: Palmer, I., Dunford, R., & Akin, G. (2009) *Managing organizational change: A multiple perspectives approach*)

- **Controlling**
 - Top-down view of management
 - It is based on controlling the activities in the organization
 - Fayol's theory of management: planning, organizing, commanding, coordinating and controlling.
- **Shaping**
 - Participative style of management
 - attempts to mold change outcomes through encouraging a variety of players within the organization to be involved in the various stages of change.
 - Improving the capabilities of people within the organization

Now, if you look at the image of the change managers, there two kind of views which has come into the perspective as told by Palmer and et. al. He talks about two kind of changes that is controlling approach and shaping approach. Controlling approach basically where the manager go with a plan change, and see that how it is going to be implemented down the line by the people right. So, the approach is to control all the activities and to ensure implemented that the changes successful in the organization.

It means you plan about the change, you are nice the things you have command and control system, you coordinate the activities and you control the certain things, so that the change is effected. It is known as a top down approach, because the change dictum comes from the top management. The top management decides we have to go for this kind of change. And then everything around is organised controlled and coordinated in such a way, so that the changes effected and it is successful

Let us take an example to explain this. Say for example, top management decides to bring about a change in the technology of the production system right. So, without considering down the line, the top management has decided because they find with the

experience, knowledge and skill the that current state of technology is not affective and the production is not efficient. So, they want to bring about a change in the technology. There it is decided by the top management, then down the line it is communicated, then it is decided how we can replace the existing technology with the new technology.

So, they go about organization see what kind of technology is available, how you can coordinate activities to bring out the new technology, what are the things that we need to control in order to ensure that the new technology is brought in successfully and it starts working. So, this is a control approach which is basically known as top down approach right. Most of the planed approach is usually adapted control approach.

Now, coming to another approach which know as shaping. Shaping is where the dictum is not coming from the top management right. Any decision related to bringing about any kind of change is decided on the consciences of the management. It means it is based on participative style where everybody sits around and then discuss we need to bring about this kind of change. So, it is more participative. It means that it is not coming from the top right. At the idea here is to see that how we can bring about certain intended change outcomes by looking at various stakeholders to ensure that what kind of changes to a brought him right. And then you try to improve the capability of their people as well as organization both to ensure that the intended change outcome is archived.

So, the different between controlling and shaping is that one come from the top, then another one is decided by everyone that what kind of change we want to bring and how we can achieve the indented change. The first one is more planned. And second is discussed on the basic of the participation all these stakeholders and then people use their capabilities to see that how we can bring the intended change right.

(Refer Slide Time: 27:00)

Image of change outcomes (Source: Palmer, I., Dunford, R., & Akin, G. (2009) *Managing organizational change: A multiple perspectives approach*)

- **Intended Change:**
 - change as a result of planned action instigated and influenced by a change manager
- **Partially Intended Change:**
 - a discrepancy between the change that is planned and that which occurred
 - Change may need to be re-modified after it is initially implemented
- **Unintended Change:**
 - Forces beyond the control of the change manager

The slide features a yellow background with a dark blue wave-like shape on the right side. At the bottom, there are logos for 'swayam' and other educational institutions, along with a small video inset of a man in a light blue shirt speaking.

Now, after discussing this controlling and shaping the next thing that we are going to discuss is that what are the different kind of changes that happens? So, we have three different kind of change is intended change, partial intended and unintended change right. So, when we are talking about intended change, it means that it is a result of a planned action. So, change managers decided to bring about a change, they plan about it, and they see that this is accepted by the people and change is implemented. So, intended change is always planned action, and then you try to see that how this change can be implemented right.

Now, it is not always necessary that whatever you plan, you go by that and you are able to execute and implement a success of change. So, in that case, we go for partially intended change. It means that you try to plan a change ok, but what happens is something different. So, there is a [discrep/discrepancy] discrepancy between the change that is planned, and the one that has occurred. It means that you have not totally gone by the planned changes, you have made some changes or some discrepancy in between. And there is a difference between what has been planned originally and what has been brought in finally right. So, this is known as partially intended change right.

In this case, what happens if you are not able to go through the planned changes. So, you try to modify it was it is implemented as planned changes. So, you try to bring about

search certain changes in the plan to ensure that something is there. If it is not going by the (Refer Time: 28:38) plan change.


Now, third one is unintended change. Unintended change basically talks about their certain environmental forces which are beyond the control of the change manager right. So, some time you need to bring about changes because the environment forces you to go for this kind of changes, it is not a planned change right. So, these unintended changes are actually a result of those environmental forces, which basically forces are organization to go for some kind of changes. It change could be in the structure, system, process, technology whatever is all the culture, but it is not planned by the organization. well ahead, but it is a result of the environmental dynamism and what kind of certainty exist in the organization.

(Refer Slide Time: 29:25)

Images of change managers by Palmer et.al, 2009

		Images of Managing	
		Controlling ... (activities)	Shaping ... (capabilities)
Images of Change Outcomes	Intended	DIRECTOR	COACH
	Partially Intended	NAVIGATOR	INTERPRETER
	Unintended	CARETAKER	NURTURER

(Source: Palmer, I., Dunford, R., & Akin, G. (2009) *Managing organizational change: A multiple perspectives approach*)



Now, based on this two kind of mapping that we have done especially related to intended partially intended and unintended changes, and then whether we go for a top down approach or a bottom approach of as go for participative style use capability of the people, and then the first place you go through the planned activities, six different images of the same managers have been identified right. So, if you go by the planned image of planned change, and also top down approach, you act as a director.

But if you go by the planned change, but you use the capabilities of the people you become a coach. Similarly, in the partially intended change, if you go by planned, then

you will become navigator because you initially you start with the plan change, but you modified later. Similarly, in case of shaping you try to interpret the change, you try to see what is happen and according you try to bring about certain changes. So, you become an interpreter.

Similarly, in a planned change, we go about the top down approach, but for unintended approach became the caretaker. Caretaker means yes something is happening, so you need to take care of that. So, certain forces some the environment which is are try to force you to go for some kind of change. So, you go by it go by it. Sometimes you are able to control it; sometimes you are not able to control it. But where for unintended change you are going to use the capabilities of the people and take everybody along with you then you act as nurturer right. So, what very briefly what you are going to discuss here is different kind of image of the change managers.

(Refer Slide Time: 31:01)

The slide is titled "Images of change mangers" and features a comparison table between two roles: Director and Coach. The background is yellow with a blue wave-like shape on the right side. At the bottom, there are logos for Swayam and other educational institutions, along with a small video inset of a man speaking.

Director	Coach
<ul style="list-style-type: none">▪Based on an image of management as control and of change outcomes as being achievable.▪Supported by the n-step models and contingency theory	<ul style="list-style-type: none">▪Relies upon building in the right set of values, skills and “drills” required to achieve desired organizational outcomes.▪Related to OD approaches

Source: Palmer, I., Dunford, R., & Akin, G. (2009) *Managing organizational change: A multiple perspectives approach*

Like directors which basically work on that control basis right. And they want to see that all activities are planned well head and their organized coordinated control, so that the change outcome is achieved. So, basically you use a number of a stages through which you go to ensure that all activities at each stage is carried out effectively to bring about a successful changes.

While we are when we are talking about the image as a coach, basically try to see that what kind of skills knowledge people have, and how we can use this resource are

[capab/capability] capabilities of the people to bring about successful change right. So, here you certain organizational development approaches to exploit the competence and capabilities of the people to bring a successful change.

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The slide is titled "Images of change mangers" and is divided into two columns: "Navigator" and "Interpreter".

Navigator	Interpreter
<ul style="list-style-type: none">Control is still seen as at the heart of management actionVariety of external factor mean that some intended change (within control) and some unintended change (no control) will occursupported by the contextual and process theories of change	<ul style="list-style-type: none">manager creates meaning for other organizational membershelping them to make sense of various organizational events and actionsOnly some of these meanings are realized as change outcomesmust be legitimized by the change manager

Source: Palmer, I., Dunford, R., & Akin, G. (2009) *Managing organizational change: A multiple perspectives approach*

The slide also features logos for "swayam" and "INDIA'S OPEN EDUCATION" at the bottom left, and a small video inset of a man in a white shirt at the bottom right.

Now, the next we are going to discuss two major approaches of basically images that is navigator and interpreter. In navigator, yes, control is the most important thing, but they could be number of internal and external factors which is not possible to control. So, what change managers do, they try to see what is the context, what kind of environment they are going to operating operate and what are the various process through which they have to go, how many of them can we control, how many of them cannot be controlled. And based on that they try to see that intended change outcome is achieved.

And when we are talking about interpreter basically they try to create that people in the organization of the stakeholders are able to make sense of what is happening while we need to bring about this kind of change. So, they try to create a meaning for the members of the organization that why we need to bring about this change. So, they try to see that ok, they are able to understand, why we need to go for a change and then see that how we go about it. So, this provides more legitimized see to the change mangers because they are able to communicate why we want to go for this kind of change. So, they basically interpreted the reason for going of change, and how it is it can be archived using the capabilities of the people.

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Images of change managers

Caretaker	Nurturer
<ul style="list-style-type: none">▪The management action is still focused on control , but severely impeded by a variety of internal and external forces beyond the scope of the manager▪seen as directing their organizations along as best they can	<ul style="list-style-type: none">▪Even small changes may have a large impact on organizations▪managers are not able to control the outcome of these changes but may nurture their organizations.▪This facilitates organizational qualities that enable positive self-organizing to occur

Source: Palmer, I., Dunford, R., & Akin, G. (2009) *Managing organizational change: A multiple perspectives approach*

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And finally, we have third part we have like caretaker and nurturer. Here as a caretaker since you are not able to control external forces, you act as a caretaker. As a caretaker manager basically you are directed by the top management to see what needs to be done ok. So, you try to do you are base as organize possible.

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Uses of these images

1. Highlight a variety of assumptions change managers make about change
2. Increase the awareness of different interpretations of change.
3. Draw attention to the dominant images of change within an organization.
4. Highlight a range of perspectives available to change managers.

(Source: Palmer, I., Dunford, R., & Akin, G. (2009) *Managing organizational change: A multiple perspectives approach*)

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But when you are going to act as a nurturer you try to see that what needs to be done are you basically try to nurturer, because nurturing something will try to see that what are the capabilities that need to be develop among the people, and how this capabilities could be

used by the people to ensure that it is going to help to ensure that the change is going to be brought in successfully.

And finally, based on these change managers image, we are going to see that how this practically these images are used. Now, if you look at this change mangers images, what they talk about they talk about different kind of assumptions related to whether it is a planned change are not, and whether we adapt a top down of approach or bottom approach right. And depending upon the kind of image that you have as a change manager, you are going to interpret change differently like a caretaker and nurturer and navigator are going to look at change in a different way. And how they are going to carrying out this change are implement the change would different right.

And finally, you have to see that what kind of change manage whether the change managers are being guided by this change images are not. I have got various perspectives, which are available to the change mangers. Whether you should act as a director or whether you should act as a manager sorry caretaker or whether you should act as a navigator or nurturer, it depends upon the requirement.

So, there are two thinks basically that I have been talking about whether going to act as a manager, so whether you are going to by one of these images or whether it should go by the one of these images to act as a catalyst to successfully implement the change.

Thank you very much.