Principles of Management
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Lecture - 60
Change Management - V

So, now I will discuss about the role of change agents during organizational change and development. Organizational development practitioners or change agents, the learning objective here is to understand the essential characters of the change agents. They are also called organizational development practitioners.

And to understand who these people are and should, they be the internal agents or they can be hired as external consultants to understand the necessary, competencies or skills required of for an effective organizational development practitioner or a change agent. To understand their roles and ethical conflicts that face OD practitioners.
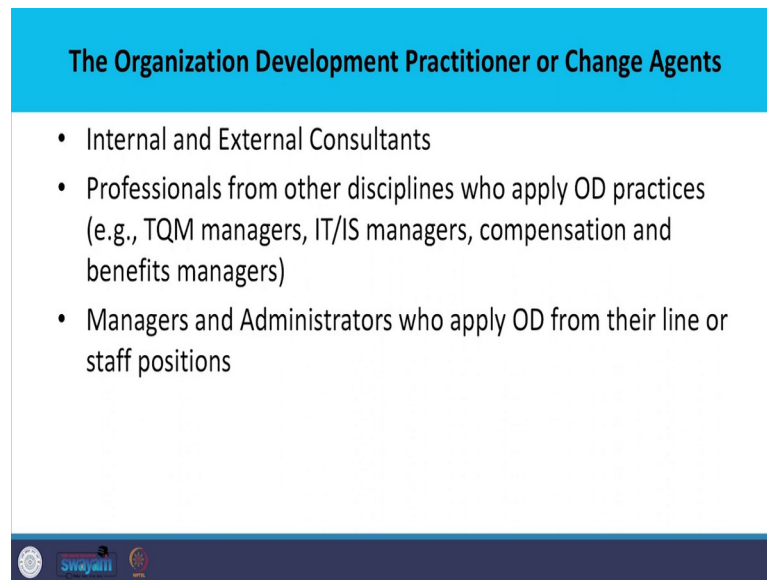
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So, let us first start with the definition of change agent. Who is a change agent? Person who acts as or persons, who act as catalyst and assume the responsibility for managing the change process. Then, type of change agents' managers, internal, entrepreneurs, they are non managers sometimes, change specialist outside consultant like change implementation experts.
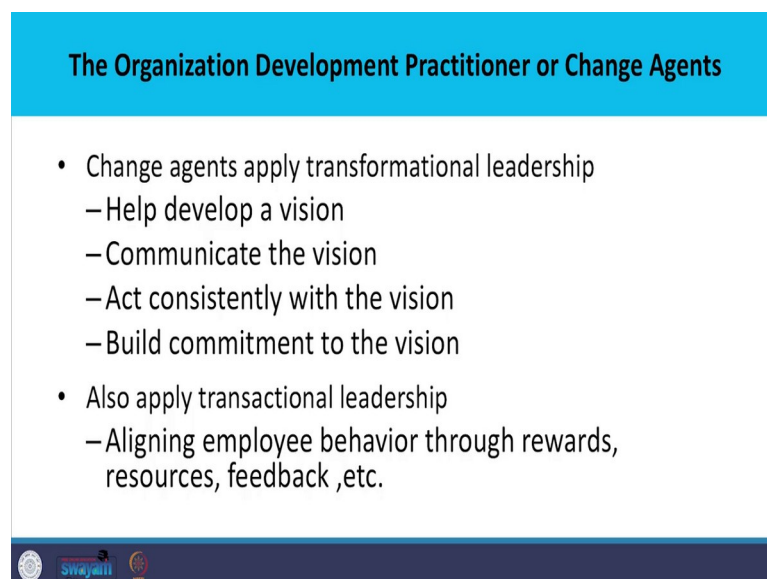
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So, internal and external consultant's professional from disciplines who apply OD practices, like the TQM managers, IT or IS managers compensation and benefit managers, organizational behavior experts, who can understand the situations, who can understand people's behavior, who can understand the attitude of people in the workplace. Managers and administrators, who apply OD from their line or staff functions or positions.

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So, change agents apply transformational leadership style. Who is a transformational leader? A leader who has the ability to intellectually stimulate subordinate, inspire subordinate and individualize or consider each individual separately and also has an idealized influence is called a transformational leader. So, change agent is supposed to be like a transformational leader, who can create a vision for the subordinates communicate the vision.

And act consistently with the vision build a commitment towards the vision. He also applies transformational leadership and aligning employee behavior through reward resources feedback etc. So, need a vision for the desired future state identifies critical success factors for change minimizes employ fear of the unknown and clarifies role perception. So, a change agent needs to be visionary and he need to provide a future desired state, or he need to envision.

How the state of affairs would be if the organization embraces change or adopts changes. He also helps in identification of critical success factors minimizes the fear which people have say for example, when an organization merges with a completely different form of organization or a new organization. So, why there is a cultural integration people may have fear that how they can adjust to the new environment.

Some may have a fear that they would lose their position, and as discussed earlier fear of unknown factors. Some may also have the fear that they would never get a promotion or an opportunity. So, such fear can be destructive for the organizational performance, as it can inflate conflict it can also spoil the interpersonal dynamics in the workplace.

So, how these factors need to be minimized, how these fears need to be minimized and who takes the initiative. So, the change agent is the one who can intervene the process, can facilitate, can help the person understand and can minimize employee fear of unknown factors clarifies the role perception. Makes person understand what are the important roles, how he can the move, what are the roles required to be performed.

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So, he plays the role of a up change agent is like the politics of change behind is impetus for change is likely to come from outside changes agents. That means, the new employees or managers outside the main power structure, they can bring about new ideas internal change agents are most to threatened by the loss of status in the organization.

Long time power holders tend to implement incremental, but not radical change. And the outcome of power struggles in the organization will determine the speed and quality of change.

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What are the competencies required for the change agent? Intrapersonal skills; that is self awareness. What is self awareness? Knowing about the self about the potential threats or the strengths and weaknesses of an individual strengths in communication, strengths in understanding, strength in a say listening observation and analysis.

So, the self-awareness empathy and concern for others, and understanding the moods of self is very important. Interpersonal skills like ability to work with others and groups, how the person can effectively gel with others and can work efficiently with them, general consultation skills, ability to manage consulting process, organizational development theory knowledge of change process. So, these are basically the skills required for or competencies of a change agent.

Knowledge of change processes the various processes through which the change moves on, and ability to manage consulting process role demands of OD practitioner or change agent.

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Position specific that is internal versus external change agent, marginality ability to straddle boundaries, emotional demands, emotional intelligence of an individual understanding self, understanding others, understanding the organizational sentiments and also understanding or realizing assessing the situations in the organization, is very important component of emotional intelligence skill. Use of knowledge and experience.

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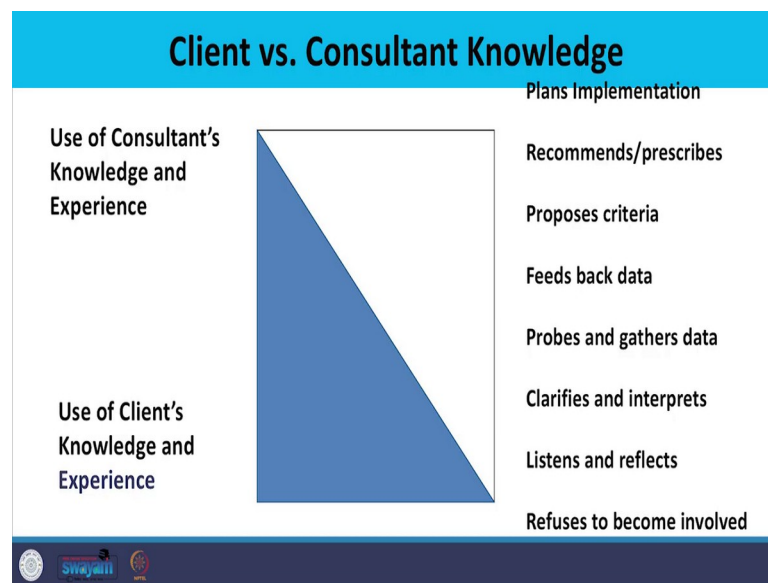
So, client versus consultant knowledge, use of consultants' knowledge and expertise, is important use of clients' knowledge and expertise's equally important. It will help in planning and implementation, recommendation and prescribe; proposed criteria, feedback data, probes and gathers data clarifies and interprets listens and reflects, refuses to be more involved.

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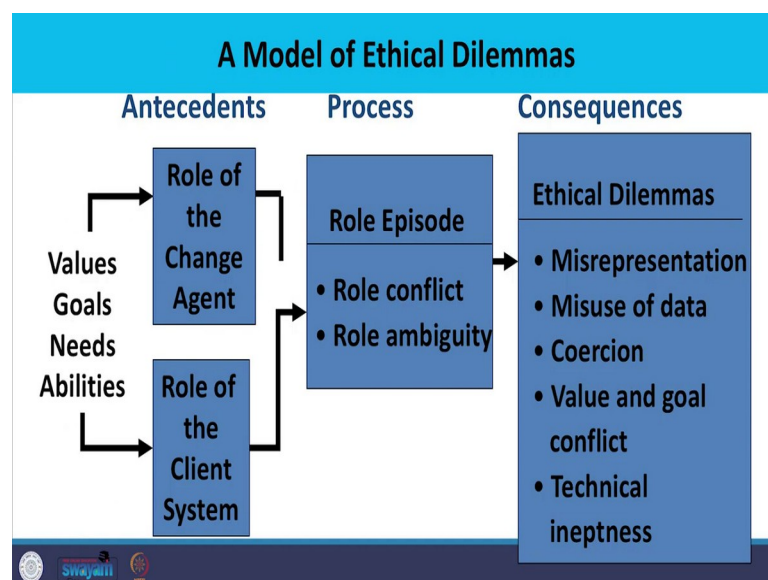
What are the professional ethics? Ethical guidelines, misrepresentation, misuse of data, coercion, value and goal, conflict, technical, ineptness. So, a model of ethical dilemma

what are the antecedent factors process and consequence. Role of the change agent based on the value goals needs and abilities, values, goals, needs and abilities role of the client system.

So, that together they form the process through which it can be formalized, or the change process agent can help in the change process to the client. Role episodes, role conflict, role ambiguity, and the consequences they end up in ethical dilemma, misrepresentation, misuse of data, coercion, value and goal, conflict, technical, ineptness. Further moving on to the models of organizational change process that is called the process models of change.

So, in this process models of change I will be discussing about the Levin's three step model of change process the contrast and the various change processes.

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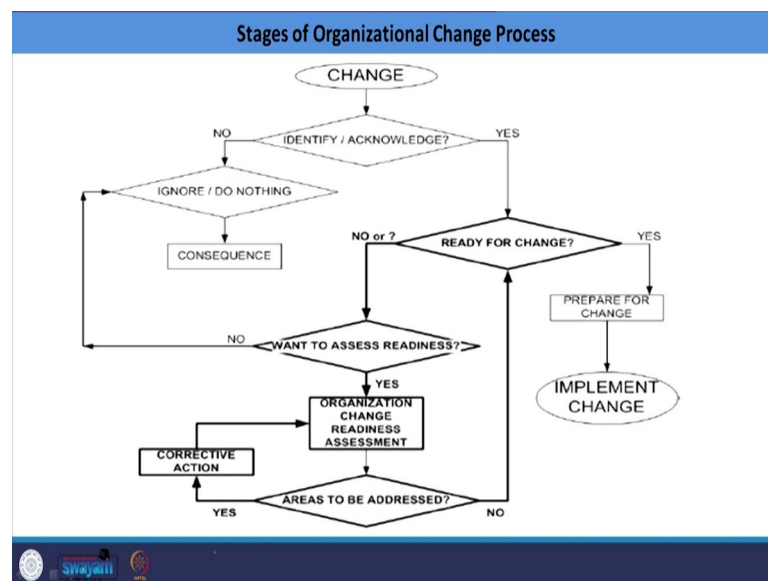
And, then I will be discussing about stages of organizational change happens. So, if we start with there is a change of forces like internal or external factors, which influence the change process. So, now, the next flow chart in next two point discusses about whether you acknowledge the change will happen or not. If we move with an affirmative answer or yes, then next question comes in the flow chart is the organization ready for change or not.

If we say yes then what is the preparedness for change and how changes implemented. If we move to the flow chart with a negative answer or negative response; that means, ignore and do nothing and the consequence is nothing. So, if we say yes and the organization, if we are moving with an affirmative answer that whether the change is acknowledged and we say yes.

And, then next question comes to is the organization ready to accept change or not, and if the organization is not ready to accept change, whether you want to assess readiness or not. And, then you can move with the next step that is yes organizational change readiness assessment.

What is the readiness assessment? How much is organization ready? What is the corrective action to be taken and what areas to be addressed? So, with this concern, I am moving on to the next step in change process.

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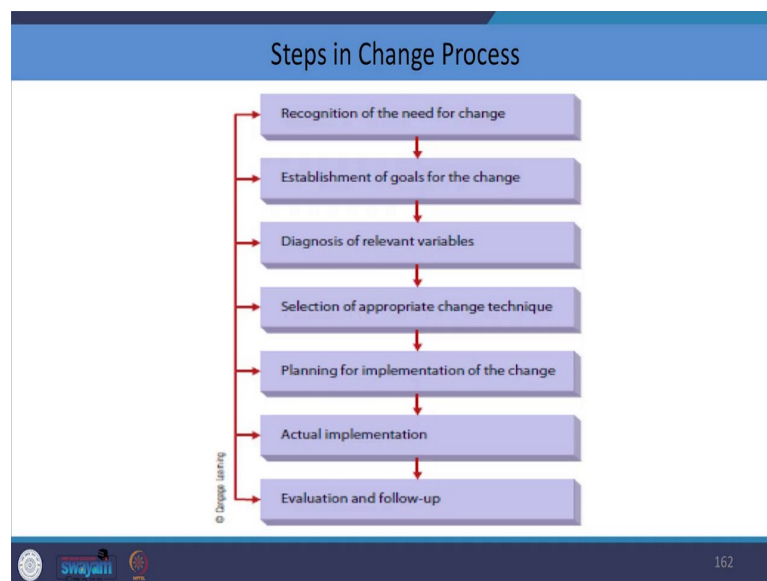
Recognition of the need for change that is establishment of the goals for the change, diagnosis of relevant variables selection of appropriate change technique, planning for implementation of change, actual implementation and evaluation and follow up.

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So, moving to the point of Levin's force field theory of change. This theory of change argues that two sets of opposing forces within an organization, determine how change will take place. Forces for change and force making organizational, organizations resistant to change, when force for and against change are equal the organization is in a state of inertia. To change an organization manager must increase force for change or decrease resisting forces.

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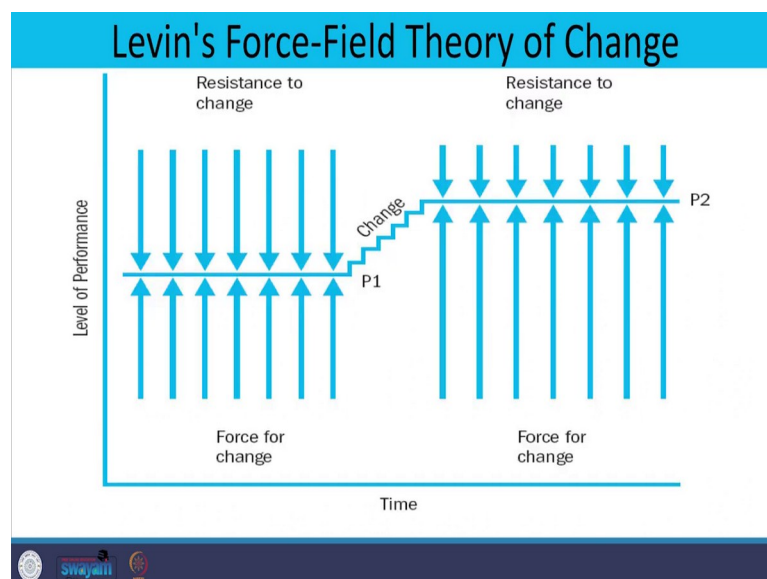
So, Levin's force field theory says the on the one hand there is a resistance to change, and there is a force for change and on the X axis we plot the time on the Y axis we plot level of performance.

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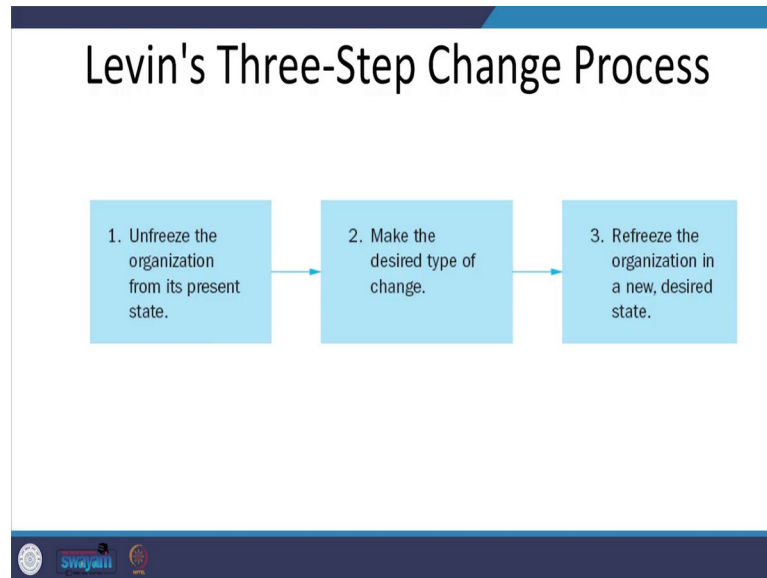
And, then we come across three stages that is the unfreezing, changing and refreezing. Unfreeze the three steps model of change is Levin's three step change process says unfreeze the organization, from its present state. Next is make the desired type of change and the third point is refreeze the organization in a new desired state.

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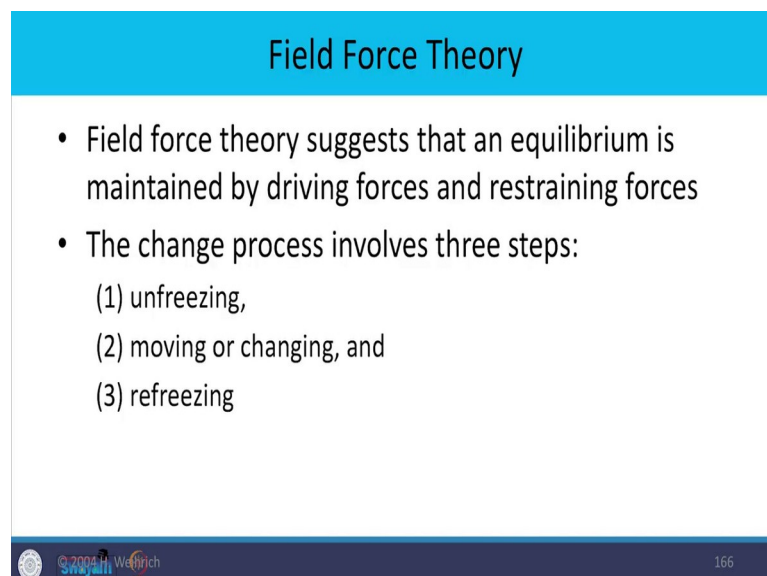
So, field force theory says that an equilibrium is maintained by driving force and restraining forces. The change process involves three steps that is unfreezing moving or changing and refreezing.

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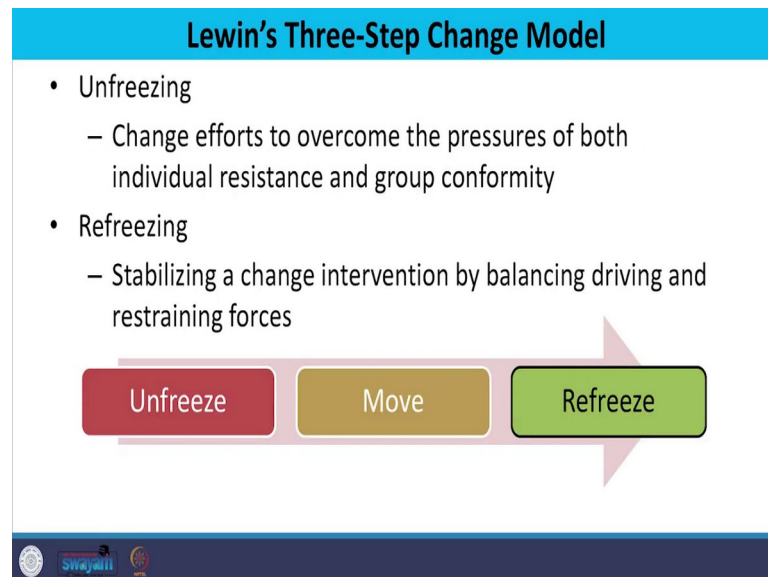
Levin's model the first point is unfreezing that is change efforts overcome the pressures of both individual resistance and group conformity. Refreezing is stability, stability a change intervention by balancing driving and restraining forces. Driving forces are forces their direct behaviour away from the status score, restraining forces hinder movement from existing equilibrium.

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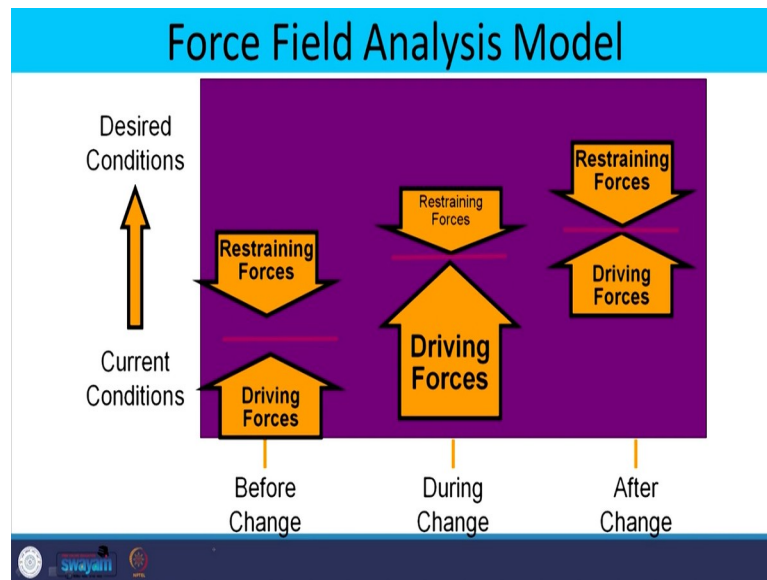
And the fourth field analysis we look at the driving forces with and the restraining forces. As the driving forces become larger than the restraining forces during the change process and both become of the same magnitude at after the change process. So, the organization moves from the current to desired condition.

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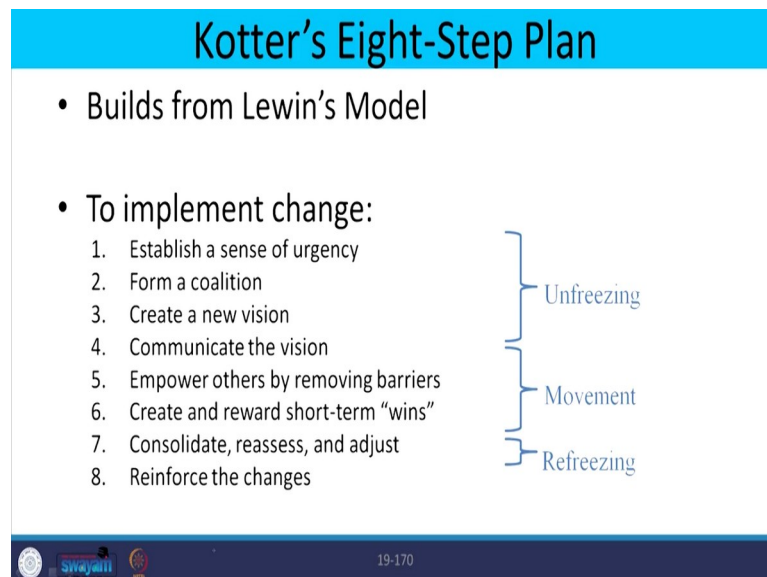
And similarly, there is another model called Kotter's Eight Step model which also builds from Levin's model to implement change which says that establish a sense of urgency, form a coalition create a new vision communicate, the vision empowers others by

removing barriers. Create and reward short term wins, consolidate reasons and adjust reinforce the changes.

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And there is another method called action research method, action research method a strategy for generating an acquiring knowledge that managers can use to define an organization desired future state. Use to plan a change program that allows the organization to reach the state.

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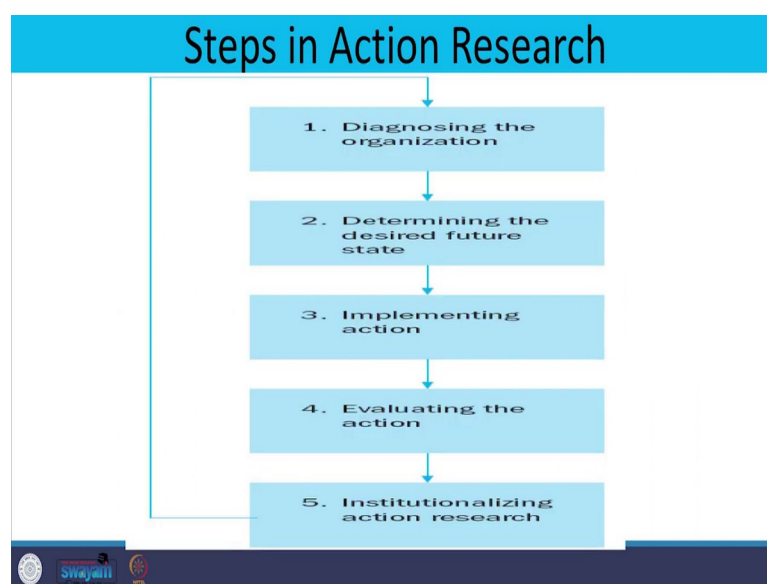
And action research includes diagnosing the organization first. Determine the desired future state, and implementing action, implementing action and evaluating the action and institutionalizing action research. So, in the first step that is diagnosing the organization.

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The organization recognizes the problem and need to solve the problem. The gap perceived between actual and desired performance is a complex process to distinguish between symptoms and causes, information should be collected from all levels of the organization and outside stakeholders, such as customer and suppliers.

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And, determining their future desired, desired future state a difficult planning process including deciding what the structure and strategy should be, managers need to work on various alternative courses of action that could move the organization to where they would like to be.

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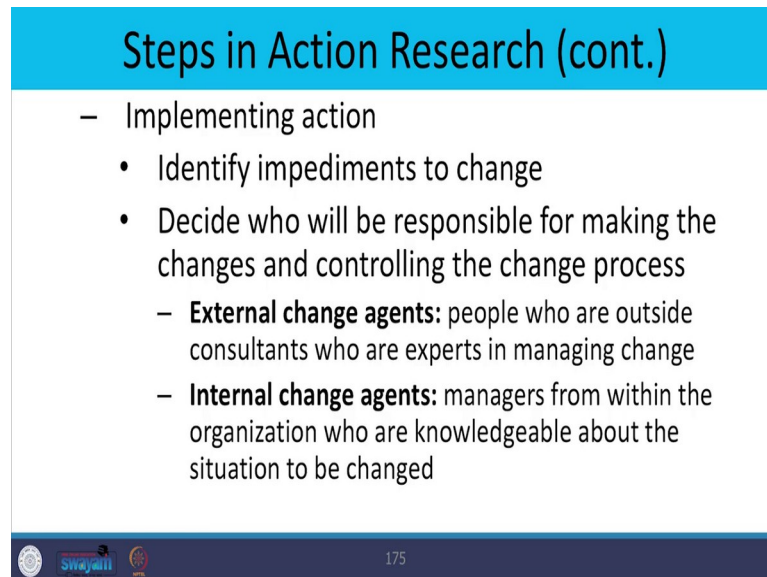
Steps in action research is implementing action, identify impediments to change, decide who will be responsible for making the change and controlling the change process. External change agents people who are outside consultants, who are experts in managing change, internal change agent's managers from within the organization, who are knowledgeable about the situation to be changed.

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Implementing action top down and bottom-up approach, decide with specific change strategy will be most effectively unfreeze change and refreeze the situation, top down or bottom-up approach. Change is when implemented by managers at a high level in the organization change, that is implemented by employees at low levels in the organization and gradually rises until it is left throughout the organization.
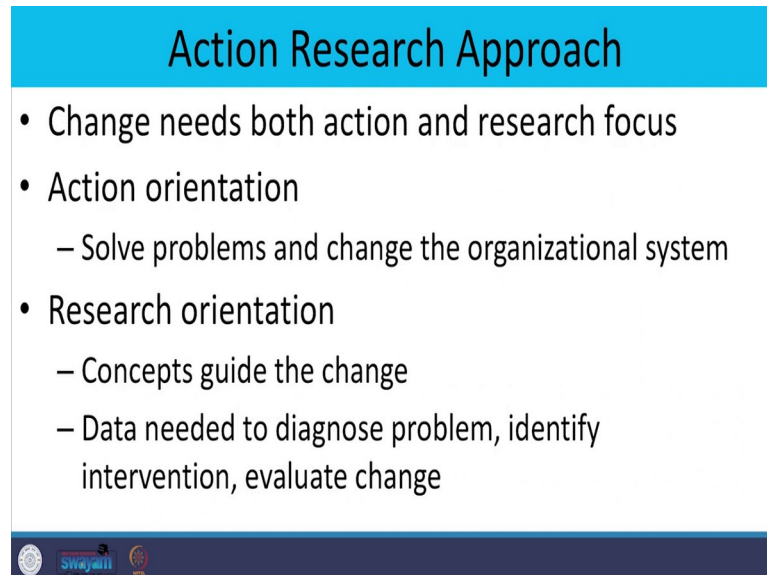
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Evaluate the action that has been taken and assessing the degree to which change have accomplished the desired objectives. Institutionalizing action research must become a

norm of the organization necessary at all levels of the organization of management. Members at all levels must be rewarded for their effort.

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Change needs both action and research focus, action orientation, solve problems and change the organization system, research orientation, concept guide the change. Data need to diagnose problem, identify intervention and evaluate change.

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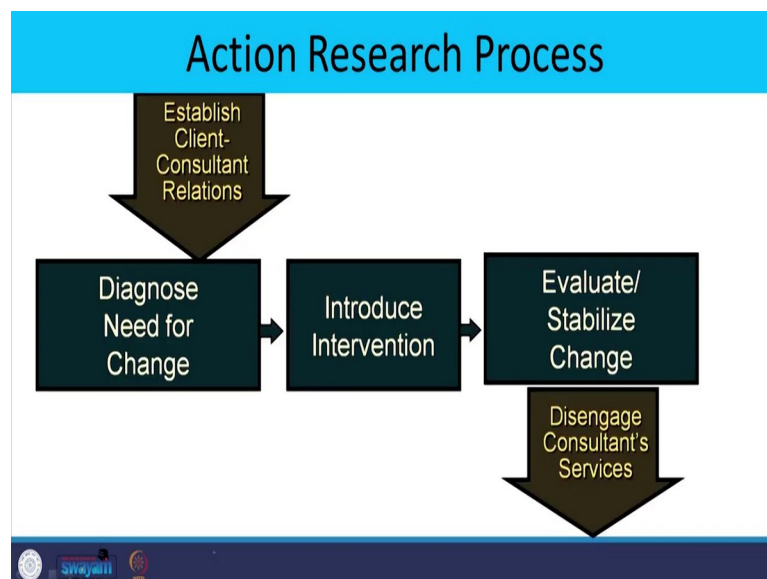
So, establish client consultant relationship diagnoses need for change establish relationship, introduce intervention. And, then evaluate or stabilize change that is diagnosing consultant services.

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So, to discuss action research in more detail a change process based on systematic collection of data. And, then selection of change action based on what was analyzed, the process steps include diagnosis, analysis, feedback, action, evaluation. Action research benefits, problem focused rather than solution centered approach, heavy employee involvement reduces resistance to change.

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There is a motivation diffusing change with mars model that is motivation ability role perception, situational factors. Motivation means successful prior project, supervisor support and reinforcement. Ability, competencies to adopt pilot project role modeling from people and pilot project, role perception, translating the project practices neither to specific nor to general. Situational factors, factors resource and time to implement pilot project elsewhere.

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And, then I will discuss about appreciative inquiry which has been carried out at Canadian Tire, Canada. Canadian Tire relied on appreciative enquiry method by taking staff to describe events that have made the retailer successful. The company's core values, were then rebuilt around those positive experiences store employees were also involved in appreciative inquiry excessive to reinforce these values.

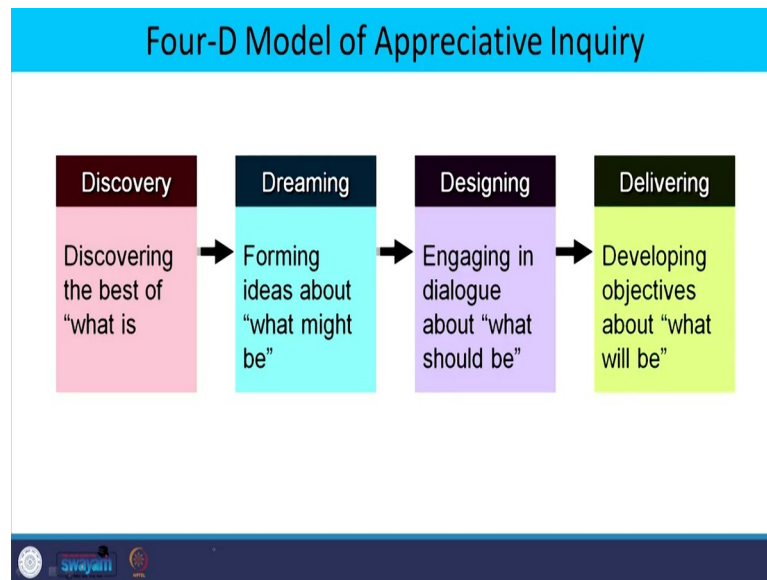(Refer Slide Time: 18:58)

And, then next we will discuss about direct participants attention away from the problems and towards the group's potential and positive elements. Reframes relational around the positive rather than being problem oriented.

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So, then we discuss about the four D model of appreciative enquiry discovery dreaming designing and delivering that is discovering the best, what is available and forming ideas about what might be and designing. Engaging in dialogue about what should be and delivering that is developing objectives about what will be.
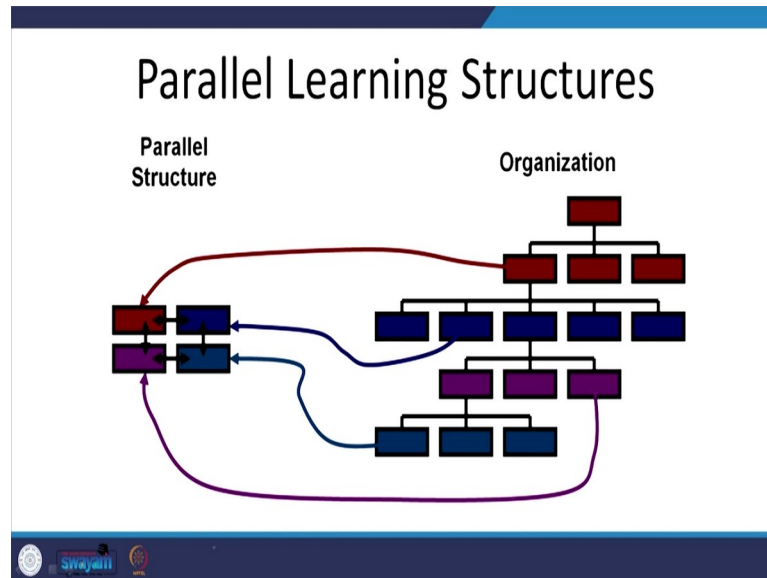
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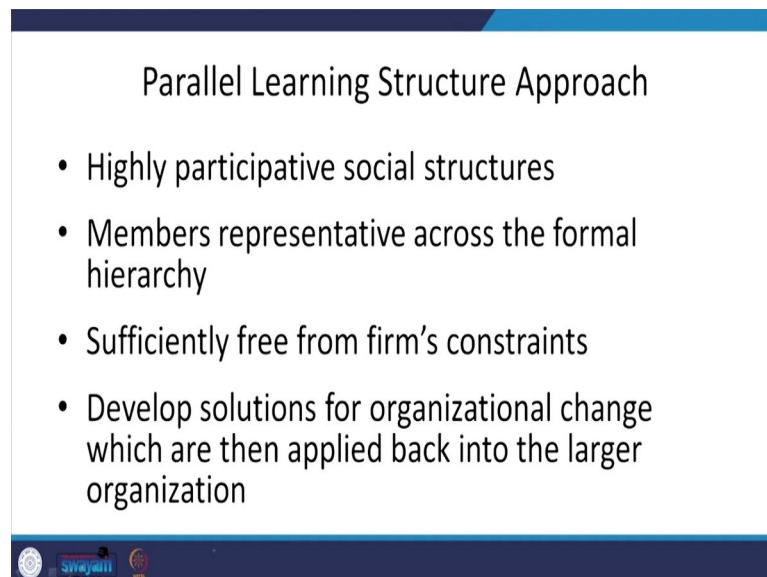
There is also an emphasis on the parallel learning structures approach, highly participated social structures. Member representatives across formal hierarchy,

sufficiently free from firms' constraints, develop solutions, for organizational change which are often applied back into the organization.

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So, what we discussed so far is, we discussed about the resistance to change we discussed about various process models of change. So, when a change occurs there are various factors which influence the change process and the responsibility of organization is to manage change efficiently.

So, therefore, how to lead change effectively, how to manage, it is very important to understand the process models of change. It is important to understand the resistance or resisting forces in the organization.

So, we have discussed about the appreciative enquiry method, we discussed about the Levin's the fundamental model of Levin's three step model of change, that is unfreezing moving and changing. And, then action research models of change to understand or to lead change effectively.

Thank you.