Organisational Change

Session 11

Lewin’s Force Field Analysis Model

- Developed by Kurt Lewin
- Driving forces
  - Push organisations toward change
  - External forces or leader’s vision
- Restraining forces
  - Resistance to change – employee behaviours that block the change process

Force Field Analysis Model

Desired conditions

Current conditions
Restraining Forces (Resistance to Change)

- Many forms of resistance
  - eg. complaints, absenteeism, passive noncompliance
- View resistance as a resource
  1. Symptoms of deeper problems in the change process
  2. A form of constructive conflict – may improve decisions in the change process
  3. A form of voice – helps procedural justice

Why People Resist Change

1. Direct costs
   - Losing something of value due to change
2. Saving face
   - Accepting change acknowledges own imperfection, past wrongdoing
3. Fear of the unknown
   - Risk of personal loss
   - Concern about being unable to adjust

Why People Resist Change (cont.)

4. Breaking routines
   - Organisational unlearning is part of change process
   - But past practices/habits are valued by employees due to comfort, low cognitive effort
5. Incongruent organisational systems
   - Systems/structures reinforce status quo
   - Career, reward, power, communication systems
6. Incongruent team dynamics
   - Norms contrary to desired change
Creating an Urgency for Change

- Inform employees about driving forces
- Most difficult when organisation is doing well
- Customer-driven change
  - Adverse consequences for firm
  - Human element energises employees
- Sometimes need to create urgency to change without external drivers
  - Requires persuasive influence
  - Use positive vision rather than threats

Minimising Resistance to Change

- Highest priority and first strategy for change
- Improves urgency to change
- Reduces uncertainty (fear of unknown)
- Problems – time consuming and costly

Minimising Resistance to Change

- Provides new knowledge/skills
- Includes coaching and other forms of learning
- Helps break old routines and adopt new roles
- Problems – potentially time consuming and costly

Communication
Learning
Involvement
Stress Mgt
Negotiation
Coercion
Minimising Resistance to Change

- Employees participate in change process
- Helps saving face and reducing fear of unknown
- Includes task forces, future search events
- Problems – time-consuming, potential conflict

Minimising Resistance to Change

- When communication, learning, and involvement are not enough to minimise stress
- Potential benefits
  - More motivation to change
  - Less fear of unknown
  - Fewer direct costs
- Problems – time-consuming, expensive, doesn’t help everyone

Minimising Resistance to Change

- Influence by exchange – reduces direct costs
- May be necessary when people clearly lose something and won’t otherwise support change
- Problems
  - Expensive
  - Gains compliance, not commitment
Minimising Resistance to Change

- When all else fails
- Assertive influence
- Radical form of "unlearning"
- Problems
  - Reduces trust
  - May create more subtle resistance
  - Encourage politics to protect job

Refreezing the Desired Conditions

- Realigning organisational systems and team dynamics with the desired changes
  - Alter rewards to reinforce new behaviours
  - Change career paths
  - Revise information systems

Change Agents

- Change agent – anyone who possesses enough knowledge and power to guide and facilitate the change effort
- Engage in transformational leadership
  - Develop the change vision
  - Communicate the vision
  - Act consistently with the vision
  - Build commitment to the vision
Strategic Vision & Change

- Need a vision of the desired future state
- Identifies critical success factors for change
- Minimises employee fear of the unknown
- Clarifies role perceptions

Diffusion of Change

- Begin change as pilot projects
- Effective diffusion considers MARS model
  - Motivation – pilot project is successful, reward diffusion of pilot project
  - Ability – train employees to adopt pilot project
  - Role perceptions – translate pilot project to new situations
  - Situational factors – provide resources to implement pilot project elsewhere

Action Research Approach

- Action orientation and research orientation
  - Action – to achieve the goal of change
  - Research – testing application of concepts
- Action research principles
  1. Open systems perspective
  2. Highly participative process
  3. Data-driven, problem-oriented process
### Action Research Process

- Form client-consultant relations
- Diagnose need for change
- Introduce intervention
- Evaluate/stabilise change
- Disengage consultant's services

### Appreciative Inquiry Approach

- Frames change around positive and possible future, rather than traditional problem focus.
- Application of positive organisational behaviour

### Four-D Model of Appreciative Inquiry

<table>
<thead>
<tr>
<th>Discovery</th>
<th>Dreaming</th>
<th>Designing</th>
<th>Delivering</th>
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<tbody>
<tr>
<td>Discovering the best of &quot;what is&quot;</td>
<td>Forming ideas about &quot;what might be&quot;</td>
<td>Engaging in dialogue about &quot;what should be&quot;</td>
<td>Developing objectives about &quot;what will be&quot;</td>
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**Large Group Interventions**
- Future search, open space, and other interventions that involve “the whole system”
  - Large group sessions
  - May last a few days
  - High involvement with minimal structure
- Limitations of large group interventions
  - Limited opportunity to contribute
  - Risk that a few people will dominate
  - Focus on common ground may hide differences
  - Generates high expectations about ideal future

**Parallel Learning Structure Approach**
- Highly participative social structures
- Members representative across the formal hierarchy
- Sufficiently free from firm’s constraints
- Develop solutions for organisational change which are then applied back into the larger organisation

**Parallel Learning Structures**
Cross-Cultural and Ethical Concerns with Managing Change

- Cross-Cultural Concerns
  - Linear and open conflict assumptions different from values in some cultures

- Ethical Concerns
  - Privacy rights of individuals
  - Management power
  - Individuals’ self-esteem

Organisations are About People

“Take away my people, but leave my factories, and soon grass will grow on the factory floors. Take away my factories, but leave my people, and soon we will have a new and better factory.”

Andrew Carnegie (1835-1919)