

Best models to succeed in managing organizational change

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Abstract:

This paper's purpose is to give general guidance. It is important to implement changes in organizations but not easy in the same time, because organizations are different, this is why we propose many models of change management: LEWIN, Pat Zigarmi and Kotter's models, which needed to be applied by organizations. But before that we define what is change management? ; What is the importance or the benefits of change management?

ملخص:

إدارة المخاطر لها أهمية بالغة في المؤسسات، ولكنها ليست بالأمر الهين أو السهل. من خلال هذا المقال سنحاول تقديم بعض التوجيهات التي من شأنها تسهيل مهمة إدارة التغيير في أي مؤسسة. وبالنظر إلى الإختلافات الموجودة من مؤسسة لأخرى فإن إدارة التغيير لا يمكن أن تقتصر على نموذج موحد، لذلك نقترح في هذا المقال بعض النماذج العالمية والفعالة التي يمكن أن تطبق في المؤسسة من أجل تغيير ناجح. وهي : نموذج لوين ، نموذج بات زيغارمي و نموذج كوتر.

Introduction :

Change can be a time of exciting opportunity for some and a time of loss, disruption or threat for others. How such responses to change are managed can be the difference between surviving and thriving in a work or business environment. Change is an inherent characteristic of any organization and like it or not, all organizations whether in the public or private sector must change to remain relevant.

Change can originate from external sources through technological advances, social, political or economic pressures, or it can originates from inside the organization as a management response to a range of issues such as changing client needs, costs or a human resource or a performance issue. It can affect one small area or the entire organization. Nevertheless, all change, large or small, from internal or external sources, involves adopting new mindsets, processes, policies, practices and behavior.

There are numerous models and theories about change management. In this paper we will identify the most important of them.

1 - Definition of change management:

Definition N°1:

“Change management is the process, tools and techniques to manage the people-side of business change to achieve the required business outcome, and to realize that business change effectively within the social infrastructure of the workplace.”¹

Definition N°2:

“Change Management is a systematic approach to enable business transformation by encouraging positive changes in any organization, improving competence & productivity, and increasing the performance of the people”²

2 - Benefits of change management:

Change management is used to ensure that the human aspects of introducing new process and technology are addressed. These include: creating an organizational structure aligned with new strategies and processes; having jobs and skills sets that support the new organizational direction; employing effective communications strategies; ensuring customers, suppliers and other stakeholders understand and support the effort, and minimizing resistance to change.

In addition to the benefits, additional long-lasting benefits of managing change are as follows:

- Greater organizational effectiveness: by addressing your people's concerns, you accelerate the adoption of new processes and technology that boosts organizational effectiveness and efficiency.
- Improved work quality and morale: these are dividends you receive for placing people front and center in the change process.
- Enhanced collaboration and communication: encouraging dialogue and circulating the information people need to know leads to a more cooperative, and more productive, environment.
- Higher retention rate for employees: a carefully thought out approach to change reduces stress and turmoil and encourages people to stay loyal to the organization
- Better customer service: an effective organization with good morale and knowledgeable employees can deliver the benefit most changes are designed to provide better and more cost effective service to clients.³

1 : Jeffery M.Hiatt, “ Employee's Survival Guide to Change”, Prosci publishing, Colorado (USA), January 2004, p6.

2 : Khaled Almobarak, “Change management essentials for successful ERP project”, Change Management Learning center, March 2009. P5.

3 : D M Bauer, <http://www.dmbauer.com> .

3 - Principles of change management:

First of all organization will see a big resistance. Several factors determine the extent to which people may resist the change:⁴

- Do they trust the change agent?
- Is the change communicated so it is NOT a surprise?
- Do they understand the reasons?
- Do they see the benefit to them?
- Do they have the skills and knowledge to make the change?

If the answers to these questions are “Yes,” then institutional constituents will be less likely to resist change. Include as many of these conditions as possible in the organization change management plan to create a positive experience for all involved.⁵

4 - The change management models:

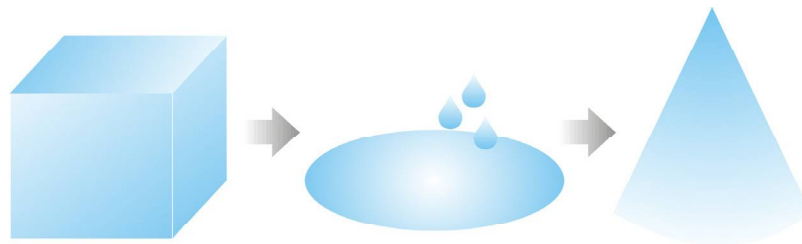
4 - 1 - LEWIN's change management model:

This model of change management was developed by Kurt Lewin back in the 1950s, and still holds true today. His model is known as Unfreeze – Change – Refreeze, refers to the three-stage process of change he describes. Lewin, a physicist as well as social scientist, explained organizational change using the analogy of changing the shape of a block of ice.

4.1.1. Understanding Lewin's Model:

If you have a large cube of ice, but realize that what you want is a cone of ice, what do you do? First you must melt the ice to make it amenable to change (unfreeze). Then you must mold the iced water into the shape you want (change). Finally, you must solidify the new shape (refreeze).

Chart 1: the Lewin's model



Source: <http://www.mindtools.com>, 2006.

4 : Edwin T. Cornelius III, and Kay H. Roman: “Navigating organization change on an ERP Implementation”, Collegiate Project Services, February 2010.

5 : Edwin T. Cornelius III, and Kay H. Roman: “ Navigating organization change on an ERP Implementation”, Collegiate Project Services, February 2010, p2.

4.1.2. The three steps of Lewin's model:

Unfreeze:

This first stage of change involves preparing the organization to accept that change is necessary, which involves break down the existing status before you can build up a new way of operating.

Key to this is developing a compelling message showing why the existing way of doing things cannot continue. This is easiest to frame when you can point to declining sales figures, poor financial results, worrying customer satisfaction surveys, or suchlike: These show that things have to change in a way that everyone can understand.

To prepare the organization successfully, you need to start at its core – you need to challenge the beliefs, values, attitudes, and behaviors that currently define it. Using the analogy of a building, you must examine and be prepared to change the existing foundations as they might not support add-on storeys; unless this is done, the whole building may risk collapse.

This first part of the change process is usually the most difficult and stressful. When you start cutting down the “way things are done”, you put everyone and everything off balance. You may evoke strong reactions in people, and that’s exactly what needs to be done.

By forcing the organization to re-examine its core, you effectively create a (controlled) crisis, which in turn can build a strong motivation to seek out a new equilibrium. Without this motivation, you won’t get the buy-in and participation necessary to effect any meaningful change.

Change:

After the uncertainty created in the unfreeze stage, the change stage is where people begin to resolve their uncertainty and look for new ways to do things. People start to believe and act in ways that support the new direction.

The transition from unfreeze to change does not happen overnight: People take time to embrace the new direction and participate proactively in the change. A related change model, the Change Curve, focuses on the specific issue of personal transitions in a changing environment and is useful for understanding this specific aspect in more detail.

In order to accept the change and contribute to making the change successful, people need to understand how the changes will benefit them. Not everyone will fall in line just because the change is necessary and will benefit the company. This is a common assumption and pitfall that should be avoided.

Time and communication are the two keys to success for the changes to occur. People need time to understand the changes and they also need to feel highly connected to the organization throughout the transition period. When you are managing change, this can require a great deal of time and effort and hands-on management is usually the best approach.

Refreeze:

When the changes are taking shape and people have embraced the new ways of working, the organization is ready to refreeze. The outward signs of the refreeze are a stable organization chart, consistent job descriptions, and so on. The refreeze stage also needs to help people and the organization internalize or institutionalize the changes. This means making sure that the changes are used all the time; and that they are incorporated into everyday business. With a new sense of stability, employees feel confident and comfortable with the new ways of working.

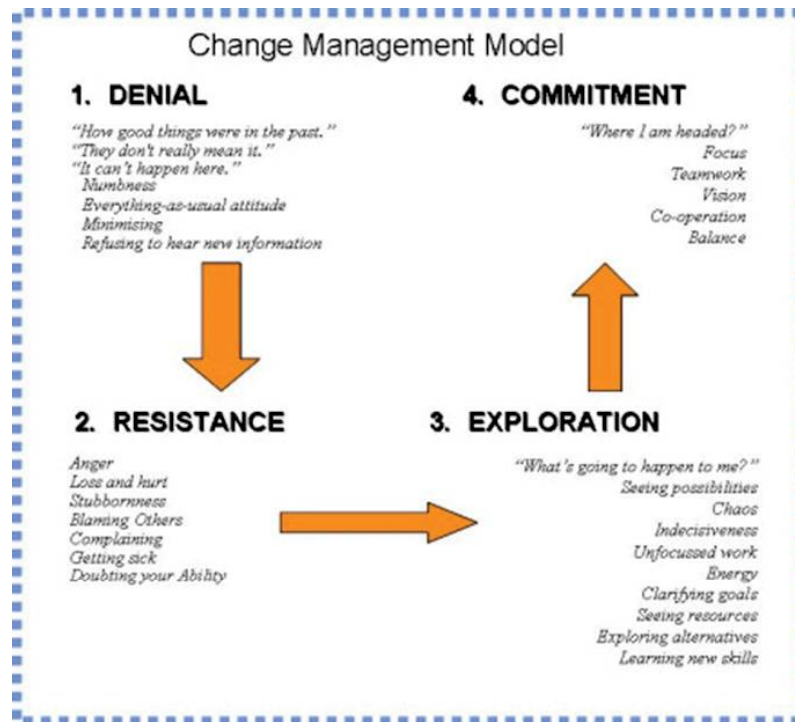
The rationale for creating a new sense of stability in our every changing world is often questioned. Even though change is a constant in many organizations, this refreezing stage is still important. Without it, employees get caught in a transition trap where they aren't sure how things should be done, so nothing ever gets done to full capacity. In the absence of a new frozen state, it is very difficult to tackle the next change initiative effectively. How do you go about convincing people that something needs changing if you haven't allowed the most recent changes to sink in? Change will be perceived as change for change's sake, and the motivation required to implement new changes simply won't be there.

As part of the Refreezing process, make sure that you celebrate the success of the change – this helps people to find closure, thanks them for enduring a painful time, and helps them believe that future change will be successful.

4.2. Pat Zigarmi change management model: ⁶

This model consist of 4 steps, for successful change management: Denial, Resistance, Exploration, and Commitment.

Chart 2: The pat zigarmi's change model



Source: <http://www.leopard-learning.com>

• Denial:

The first response to a significant change is often shock, - a general refusal to recognize the information. In this way we protect ourselves from being overwhelmed. Common responses include:

- Denying: "This can't be happening."
- Ignoring: "Wait till it blows over."
- Minimizing: "It just needs a few minor adjustments."

It is possible to continue working in the denial phase, but sooner or later the impact hits home and a personal response is required.

⁶ : video : "Pat Zigarmi - Leading change" on : http://www.youtube.com/watch?v=DTZEnSvZPqc&feature=player_embedded, and, article : "Learning and change management models", on: <http://www.leopard-learning.com/>

- Management Approach:

Be up front with information to individuals and groups of staff. Let them know that change is going to occur. Acknowledge their fears of change as legitimate. Explain what to expect and suggest actions they can take to adjust to the change. Give them time to let things sink in, and then have a planning session to talk things through.

• Resistance:

In this phase things often seem to get worse. Personal distress levels rise. It is common to spend time looking for someone or something to blame, or to spend time complaining about the new set-up. Resistance is about fear of change. People may become physically ill, feel all sorts of physical, emotional, and/or mental symptoms. Some people may doubt their ability to survive the change. During this phase there is a greater focus on mourning the past, more than preparing for the future. Many people want to avoid the situation or pretend it is not happening, sometimes by moving back into denial. The self-acknowledgement of feelings being experienced, will ready people to move more quickly to the next phase.

- Management Approach

Listen, acknowledge feelings, respond empathetically, encourage support. Don't try to talk people out of their feelings, or tell them to change or pull together. If you accept their response, they will continue to feel they are able to tell you how they are feeling. This will help you respond to some of their concerns. Use questions to stimulate broader thinking and perspective setting.

• Exploration:

After a period of struggle, individuals and organizations usually emerge from their negativity, breathe a sigh of relief, and shift into a more positive, hopeful, future-focused phase. People realize they are going to make it through OK. It can be as subtle as just feeling better, or as obvious as sleeping through the night for the first time since the change started. The timing is different for each person.

New directions do not emerge all at once. Rather, what emerges first is the energy to put a search into action. People begin to discover and explore new ways, to start clarifying goals, assessing resources, exploring alternatives, and experimenting with new possibilities. A motivation to 'swing into action' occurs without trying first to find the "right way". It is important to resist completing the exploration phase too soon by accepting something less than what the person is capable of. This is a period of high energy, with creativity at its peak.

- Management Approach:

Focus on priorities and provide any needed training. Follow-up on projects underway. Set short-term goals. Conduct brainstorming, visioning and

planning sessions. Foster all learning opportunities to help overcome fear of change.

• **Commitment:**

Finally, the individual has broken through the problems, discovered new ways of doing things and/or adapted to the new situation. The commitment phase begins with focus on a new course of action. This could be new ways of doing the job, or finding a new job. The successful commitment to a new course of action shows there has been learning growth and adaptation on the part of the individual.

- **Management Approach:**

Set long-term goals. Concentrate on teambuilding. Create a mission statement. Validate and reward those responding to the change. Look ahead.

5.4. Kotter's 8-steps change management model:

John P. Kotter A professor at Harvard Business School and world-renowned change expert introduced his eight-step change process in his 1995 book, "Leading Change."

Step One: Create Urgency

For change to happen, it helps if the whole company really wants it. Develop a sense of urgency around the need for change. This may help you spark the initial motivation to get things moving.

This isn't simply a matter of showing people poor sales statistics or talking about increased competition. Open an honest and convincing dialogue about what's happening in the marketplace and with your competition. If many people start talking about the change you propose, the urgency can build and feed on itself.

What you can do:

- Identify potential threats, and develop scenarios showing what could happen in the future.
- Examine opportunities that should be, or could be, exploited.
- Start honest discussions, and give dynamic and convincing reasons to get people talking and thinking.
- Request support from customers, outside stakeholders and industry people to strengthen your argument.

Step Two: Form a Powerful Coalition

Convince people that change is necessary. This often takes strong leadership and visible support from key people within your organization. Managing change isn't enough – you have to lead it.

You can find effective change leaders throughout your organization – they don't necessarily follow the traditional company hierarchy. To lead change,

you need to bring together a coalition, or team, of influential people whose power comes from a variety of sources, including job title, status, expertise, and political importance.

Once formed, your “change coalition” needs to work as a team, continuing to build urgency and momentum around the need for change.

What you can do:

- Identify the true leaders in your organization.
- Ask for an emotional commitment from these key people.
- Work on team building within your change coalition.
- Check your team for weak areas, and ensure that you have a good mix of people from different departments and different levels within your company.

Step Three: Create a Vision for Change

When you first start thinking about change, there will probably be many great ideas and solutions floating around. Link these concepts to an overall vision that people can grasp easily and remember.

A clear vision can help everyone understand why you’re asking them to do something. When people see for themselves what you’re trying to achieve, then the directives they’re given tend to make more sense.

What you can do:

- Determine the values that are central to the change.
- Develop a short summary (one or two sentences) that captures what you “see” as the future of your organization.
- Create a strategy to execute that vision.
- Ensure that your change coalition can describe the vision in five minutes or less.
- Practice your “vision speech” often.

Step Four: Communicate the Vision

What you do with your vision after you create it will determine your success. Your message will probably have strong competition from other day-to-day communications within the company, so you need to communicate it frequently and powerfully, and embed it within everything that you do.

Don’t just call special meetings to communicate your vision. Instead, talk about it every chance you get. Use the vision daily to make decisions and solve problems. When you keep it fresh on everyone’s minds, they’ll remember it and respond to it.

It’s also important to “walk the talk.” What you do is far more important – and believable – than what you say. Demonstrate the kind of behavior that you want from others.

What you can do:

- Talk often about your change vision.
- Openly and honestly address peoples' concerns and anxieties.
- Apply your vision to all aspects of operations – from training to performance reviews. Tie everything back to the vision.
- Lead by example.

Step Five: Remove Obstacles

If you follow these steps and reach this point in the change process, you've been talking about your vision and building buy-in from all levels of the organization. Hopefully, your staff wants to get busy and achieve the benefits that you've been promoting.

But is anyone resisting the change? And are there processes or structures that are getting in its way?

Put in place the structure for change, and continually check for barriers to it. Removing obstacles can empower the people you need to execute your vision, and it can help the change move forward.

What you can do:

- Identify, or hire, change leaders whose main roles are to deliver the change.
- Look at your organizational structure, job descriptions, and performance and compensation systems to ensure they're in line with your vision.
- Recognize and reward people for making change happen.
- Identify people who are resisting the change, and help them see what's needed.
- Take action to quickly remove barriers (human or otherwise).

Step Six: Create Short-term Wins

Nothing motivates more than success. Give your company a taste of victory early in the change process. Within a short time frame (this could be a month or a year, depending on the type of change), you'll want to have results that your staff can see. Without this, critics and negative thinkers might hurt your progress.

Create short-term targets – not just one long-term goal. You want each smaller target to be achievable, with little room for failure. Your change team may have to work very hard to come up with these targets, but each “win” that you produce can further motivate the entire staff.

What you can do:

- Look for sure-fire projects that you can implement without help from any strong critics of the change.

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- Don't choose early targets that are expensive. You want to be able to justify the investment in each project.
- Thoroughly analyze the potential pros and cons of your targets. If you don't succeed with an early goal, it can hurt your entire change initiative.
- Reward the people who help you meet the targets.

Step Seven: Build on the Change

Kotter argues that many change projects fail because victory is declared too early. Real change runs deep. Quick wins are only the beginning of what needs to be done to achieve long-term change.

Launching one new product using a new system is great. But if you can launch 10 products, that means the new system is working. To reach that 10th success, you need to keep looking for improvements.

Each success provides an opportunity to build on what went right and identify what you can improve.

What you can do:

- After every win, analyse what went right and what needs improving.
- Set goals to continue building on the momentum you've achieved.
- Learn about kaizen⁷, the idea of continuous improvement.
- Keep ideas fresh by bringing in new change agents and leaders for your change coalition.

Step Eight: Anchor the Changes in Corporate Culture

Finally, to make any change stick, it should become part of the core of your organization. Your corporate culture often determines what gets done, so the values behind your vision must show in day-to-day work.

Make continuous efforts to ensure that the change is seen in every aspect of your organization. This will help give that change a solid place in your organization's culture.

7 : Kaizen (改善), Japanese word for "improvement" or "change for the better", refers to philosophy or practices that focus upon continuous improvement of processes in manufacturing, engineering, supporting business processes, and management. It has been applied in healthcare, psychotherapy, life-coaching, government, banking, and many other industries. When used in the business sense and applied to the workplace, kaizen refers to activities that continually improve all functions, and involves all employees from the CEO to the assembly line workers. It also applies to processes, such as purchasing and logistics that cross organizational boundaries into the supply chain. By improving standardized activities and processes, kaizen aims to eliminate waste. Kaizen was first implemented in several Japanese businesses after the Second World War, influenced in part by American business and quality management teachers who visited the country. It has since spread throughout the world and is now being implemented in many other venues besides just business and productivity

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It's also important that your company's leaders continue to support the change. This includes existing staff and new leaders who are brought in. If you lose the support of these people, you might end up back where you started.

What you can do:

- Talk about progress every chance you get. Tell success stories about the change process, and repeat other stories that you hear.
- Include the change ideals and values when hiring and training new staff.
- Publicly recognize key members of your original change coalition, and make sure the rest of the staff – new and old – remembers their contributions.
- Create plans to replace key leaders of change as they move on. This will help ensure that their legacy is not lost or forgotten.⁸

⁸ : John p Kotter, « Leading Change : Why transformation efforts fails ? », In :Harvard Business Review, Boston, January 2007, pp:1-10.