

Managing Change

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Three Perspectives

Strategic Design

Organizations are machines

An organization is a mechanical system crafted to achieve a defined goal. Parts must fit well together and match the demands of the environment.

Action comes through planning.

Political

Organizations are contests

An organization is a social system encompassing diverse, and sometimes contradictory, interests and goals. Competition for resources is expected.

Action comes through power.

Cultural

Organizations are institutions

An organization is a symbolic system of meanings, artifacts, values, and routines. Informal norms and traditions exert a strong influence on behavior.

Action comes through habit.

Change is Difficult ...

- Resistance to Change Comes from Many Sources
- Fear of Loss of Power
- Loss of value (eg, losing jobs, having experience discounted)
- Anxiety about new skills being required
- Negative assessment of the need for change
- And don't forget past resentments, sense of nobility & expectation of more work !

... and has to be managed

- Make the right diagnosis
 - Analyze the situation carefully
 - Understand the trade-off involved in different change strategies
 - Develop adequate and realistic goals
- Implement the change Effort
 - Make sure you have the resources you need to drive process
 - Build the necessary support
 - Manage the cultural assumptions
- Managing change is about understanding and managing perceptions ...
 - Understanding how others see the situation
 - Convince others that the status quo is not working
 - Explain the logic of the change agenda

Schein's Model of Personal Change

Unfreezing

Disconfirmation

Guilt & anxiety

Psychological Safety

Changing

Scanning, Trial & Error

Identification, Imitation

Adoption

Integrate into role

Supportive social relationships

Dimensions of Organizational Change

Top Down _____ Bottom-up

Radical _____ Incremental

Discontinuous _____ Continuous

Planned _____ Emergent

Rules for the Change Agent

- **Rule One: Try to Stay Alive**
 - Is this for you?
 - What are the real benefits and costs?
 - What are the real chances of success?
- **Rule Two: Learn**
 - Learn how others see you and what you represent.
 - Are your ends getting in the way of the project?