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Organizational Change Management

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ABSTRACT:

Uncertainties make construction dynamic and unstable, mostly by creating non value-adding change iterations among construction processes. Particularly, when a project is fast-tracked without proper planning, those change iterations can cause the disruption of the construction process. For this reason, to effectively handle fast-tracking change iterations involved in fast-tracking need to be identified, and the dynamic behavior of construction resulting from those change iterations must be dealt with in a systematic manner. As an effort to address some of these challenging issues in fast-tracking construction, this research paper identifies different change iteration cycles involved in fast-tracking construction and observes the characteristics and behavior patterns of change. All of research findings are incorporated into a cohesive system dynamics model and the model simulation confirms that managerial decisions on change or rework should be made based on the proper assessment of their tradeoff. In addition, a case study of highway and bridge construction projects shows the potential of how fast-tracking construction can benefit from dynamic change management in real world settings.

KEYWORDS: Change, Fast-tracking, Feedback, Rework, Simulation, System Dynamics

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INTRODUCTION:

Change management is the process of developing a planned approach to change in an organization. Typically the objective is to maximize the collective benefits for all people involved in the change and minimize the risk of failure of implementing the change. The discipline of change management deals primarily with the human aspect of change and is therefore, related to pure and industrial psychology[1]. This research paper based on our research work in cement Industry.

OBJECTIVES OF THE RESEARCH:

- To study the existing organizational system.

- To study employees participation in organizational programmes.

- To find out how effective are the communication.

- To know the contribution of employees in organizational change.

- To identify the factors those influence the change.

- To overview employee participation and organizational change and their effect on both performance and impact on employment.

RESEARCH METHODOLOGY:

The method of research study is descriptive as conclusion drawn from the information collected. A simple random sampling technique was adopted. The study makes the use of primary and secondary sources of data[2].

Data are obtained by a study specifically designed to fulfill. The data needs of the problem at hand. Such data are original in character and are generated in large number are surveys conducted mostly by government and also by some individual's institutions and research bodies. For example, data obtained in a population census by the office of the registrar general and census commissioners, ministry of home affairs, are primary data[1].

Data which are originally collected but rather obtained from Published unpublished sources are known as Primary and secondary data. For example, Questionnaire, field survey, Observation, etc... And in

secondary data For the office of the registrar general and census commissioner the census data are where as for all others, who use such data are secondary. Information collected from the books, magazines, and journals, Internet etc, Come under the secondary data[3].

- To allow changes while, at the same time, maintaining or improving service stability and availability.

- To increase the probability of change success.

- To reduce or minimize the ratio of changes that needs to be backed out of due to in adequate preparation.

- To ensure that all parties affected are informed of planned changes.

- To provide a record of changes implemented to assist with and shortened problem determination time.

- To ensure that technical and management accountability for all the changes is identified.

- To assist with the accuracy of predictions of impact, such as response time, utilization, etc.

- To ensure that all affected parties are not only informed, but necessary documentation and training is in place prior to the implementation.

Changes:

External

- Change in economy growth

- Change in market forces

- Change in government legislations

- Change in tariffs

- Change in competitive forces

- Change in needs/wants

- Change in lifestyle

- Change in demographic

- Change in technology

Internal

- Change in corporate mission

- Change in corporate objectives

- Change in corporate strategy

- Change in organization

- Change in corporate direction

- Mergers/acquisitions

- New products introduction

- Moving into globalization, etc

*Principles***:**

- At all times involve and agree support from people within system.

- Understand where you/the organization is at the moment.

- Understand where you want to be, when, why, what the measures will be for having got there.

- Communicate, involve, enable and facilitate involvement from people as early and openly and as fully as is possible.

Levels of change:

Change processes are mostly initiated by either individuals or small teams, but the focus of change is one which goes beyond that small unit. It is directed towards the entire organization, or towards other organizations. A change project might be related to a community, a region or an entire society.

Change Management starts and ends with individuals. As the system theory says, you cannot really predict how a person reacts to a certain stimulus. So, if you want to introduce change into a system, you will most likely need to think about what skills, behaviors and belief systems the members of the system will need to be part of the change effort. An idea worth considering would be to start with yourself.

- Guiding individuals:

- Coaching

- Counseling

- Delegating

- Leading

- Morale (boosting)

- Mentoring

- Motivating

At the heart of modern organizations are teams that share the responsibility and the resources for getting things done. Most projects are too complex to be implemented by one person, most services need different specialists and support staff to be delivered, and most products are the result of the work of larger teams of supply chain. It is known that teams can either perform at their peak, or can be terribly inefficient. Teams are also the second smallest unit of a change process.

Group – Based

- Conflict management

- Group facilitation

- Group learning

- Self directed work teams

- Virtual teams

Approaches to Organizational Change:

Organizational changes take place with the changes in the environment and technology. Changes are made to manage the external changes affecting the organizational effectiveness. The organizational changes are practiced according to the needs of the situation. Different approaches are used to implement the organizational changes. The approaches are what, how and when changes should be done. These are known as type, method and time of organizational changes[4].

Different types of organizational changes are participated to manage the situation. They are structural, technological, task and people.

Structural Approach:

Organizational changes involve a change in structural designs such as chart, authority, responsibility, procedures and policies. The strategy, program, procedures, budgeting, rules and regulations are designed, redesigned and restructured accordingly to changes.

Technological Approach:

Techniques are changed as per the needs of the work flow, physical layouts, wok methods, procedures and work standards. The tools and techniques are modified under the organizational changes.

Task Approach:

Job performed by individuals, motivational process, job structure and job design are restructured as per changes.

People Approach:

People give more importance to the motivation and reward system. They are also particular about their skills, selection and training and performance appraisal.

THEORIES OF CHANGE:

Organizational change management:

Organizational change management includes processes and tools for management of people side of the change at an organizational level. These tools include a structured approach that can be used to effectively transition groups are organizations through change. When combined with an understanding of individual change management, these tools provide a framework for managing the people side of change[5].

The role of the management:

Management's responsibility is to detect trends in the macro environment as well as in the micro environment so as to be able to identify changes and initiate programs. It is also important to estimate what in fact a change will likely have an employee behavior patterns, work processes, technological requirements and motivation. Management must assess what employee reactions will be and craft a change program that will provide support as workers go through the process of accepting change. The program must then be implemented, disseminated throughout the organization, monitor for effectiveness and adjusted where necessary. Organizations exist within a dynamic environment that is subject to change due to the impact of various change "triggers", such as evolving technologies. To continue to operate effectively within this environmental turbulence, organization must be able to change them selves in response to internally and externally initiated change. However, change will also impact upon the individuals with in the organization. Effective change management requires an understanding of the possible effects of the change upon people, and how to manage potential sources of resistance to that change. Change can be said to occur where there is an imbalance between the current state and the environment[4].

HR's role in change management:

People management and development professionals have significant role to play in any change management process[6].

- Involvement at the initial stage in the project team.

- Advising project leaders in skills available within the organization –identifying any skills gaps, training needs, new posts, new working practices, etc.

- Balancing out the narrow/short term goals with broader strategic needs.

- Assessing the impact of change in one area/department/site on another part of the organization.

- Being used to negotiating and engaging across various stake holders.

- Understanding stakeholder concerns to anticipate problems.

- Understanding the appropriate medium of communication to reach various groups.

- Helping people cope with change, performance management and motivation.

Role of managers in organizational change:

Managers play an important role in organizational change, often serving as change agents. However, managers may find that change is resisted by employees. After all change represent ambiguity and uncertainty, or it threatens the status quo. The big challenge to managers effectively is managing this resistance to change[7].

A manager or an executive can be more effective at managing resistance to change if he adopts the following methodology:

- Assess the climate for change: A major reason that some changes succeed and others fail is the readiness for change. Assessing the climate for change involves asking a number of questions. More likely change efforts will succeed in the following suggestions is followed.

- The sponsor of the change is high up enough to have power to deal effectively with resistance. Senior management must be supportive of the change and committed to it.

- There must be a strong sense of urgency from senior management about the need for change, and this feeling shared by the rest of the organization.

- Managers must have a clear vision of the future will look different from the present.

- The objectives measures shall be in place to evaluate the change effort, and have reward systems been explicitly designed to reinforce them. The specific change efforts are consistent with other changes going on within the organization.

Functional managers are willing to sacrifice their self interests for the good of the organization as a whole.

Management must take pride on closely monitoring changes and actions taken by competitors.

Managers and employees must be rewarded for taking risks, being innovative, and looking for new and better solutions. The organizational structure should be flexible and communication flow both down and up in the organization is clear.

History of the organization whether they have successfully implemented major changes in the recent past can contribute to the success in implementing present changes.

Employee satisfaction and trust in management should be high and there must be a high degree of interaction and cooperation between organizational work units. Decisions are made quickly and take into account a wide variety of suggestions.

Which one are more of these approaches will be effective depends on the source of the resistance to the changes.

During the time change is being implemented and after the change is completed, a manager must communicate with employees regarding what support he may be able to provide and employees need to know that their superior is there to support them during change efforts. The employees need the assistance that may be necessary to enact the change which is required to be provided by the manager or superior or the top management whatever applicable[8].

CHANGE MANAGEMENT STRATEGIES:

There are many distinctly different changes, but each requires change management to be successful. Each can suffer from slower adoption and lower utilization. Each has risks associated with people not becoming engaged or resisting the change.

While each of the initiatives needs change management to be successful, the right amount and approach for change management will be different. The change management strategy defines the approach needed to manage change given the unique situation of the project or initiative[7].

STRATEGY ANALYSIS:

Risk assessment: The risk of not managing the people side of change on a particular change is related to the dimensions described in the situational awareness section. Changes that are more 'dramatic' and father reaching in the organization have a higher change management risk. Likewise, organizations and groups with histories and cultures that resist change face higher change management risk. In developing the strategy, overall risk and specific risk factors are documented.

Anticipated resistance: Many times, after a project is introduced it meets resistance, so a proper identification must be done where resistance can be expected like Are particular regions or divisions impacted differently than others? Etc.

Special tactics: The final step of the change management strategy is the identification of any special tactics that will be required for this particular change initiative. The special tactics formalize many of the learning's from the strategy development related to the change and how it impacts different audiences in the organization. Throughout the change implementation, special tactics may need to be revisited and updated.

Hence, formulating the change management, strategy is the first critical step in implementing a change management. The strategy provides direction and results in informed decision making throughout the change process. A well – formulated strategy really brings the project or change of life, describing who and how it will impact the organization[9].

SUCCESSFUL CHANGE MANAGEMENT:

Increase urgency – inspire people to move, make objectives real and relevant.

Build the guiding team – get the right people in place with the right emotional commitment, and the right mix of skills and levels.

Get the vision right – get the team to establish a simple vision and strategy focus on emotional and creative aspects necessary to drive service and efficiency.

Communicate for buy-in – involve as many people as possible, communicate the essentials, simply and to appeal and respond to people's needs. De-clutter communications – make technology work for you rather than against.

Empowers action – Remove obstacles, enable constructive feedback and lots of support from leaders – reward and recognize progress and achievements.

Create short term wins – Set aims that are easy to achieve – in bit-size chunks. Manageable numbers of initiatives. Finish current stages before starting new ones.

Don't let up – Foster and encourage determination and persistence – ongoing change – encourage ongoing progress reporting – highlight achieved and future milestones.

Make change stick - Reinforce the value of successful change via recruitment, promotion, and new change leaders. Weave change to culture.

FINDINGS:

- Team working approaches can bring the desired results.

- All employees should actively participate in programs.

- Managers should motivate employees by regular check up of their performances.

- The employees are comfortable about the working environment of the organization.

- The participation of the employees in the change programs is high and acceptable.

- The new techniques and instruments of change must be used by the management.

CONCLUSION:

Every organization is unique. The suggestions above may not fit   for all the organizations. In order to improve organization, manager must customize all the possible methods to meet the specific requirements of the organization and situation. Every organization must change for its improvement and development of people, technology and for achieving its goals in a proper and better manner. As the speed of change continues to increase, change management is a fundamental competency needed by managers, supervisors, HR staff and organization leaders. People play an important role in

organization; the best people strategy requires the best people strategy. The most important principle is: people drive an organization's success.

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