

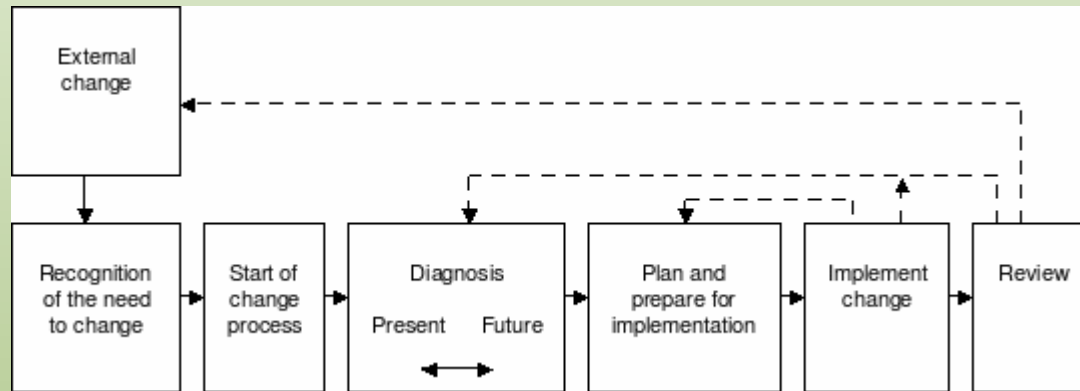
Change management Or the art of evolving

Week 4

This week:

Fundamental Qs
Need for change recognition
The object of change
Comprehensive models

Process model after Hayes



part II

part III

part V

part VI

We are here

Fundamental Qs

Diagnosing what needs to be changed

Vs

Recognizing the need to change

What is Recognition?

Documented awareness that change is necessary i.e. that the current state of things is not wanted

What is Diagnosis?

Putting the finger on what has to be changed, the object of change, so as to construct a new state of things

Need for change recognition

Recognition =

External analysis of

- Market factors: stakeholders, competitors
- Structural factors: political, economic, social, technological

Gives information as to the position of an organization relative to another as well as stakeholder perception of the company.

Internal analysis of

- People factors: leadership, delegation, stakeholders
- Process factors: policies, administration
- Structural factors: relationships, communication

Gives information of less-than-desired effectiveness/efficiency (symptoms)

The object of change

Diagnosis =

Tools in use

- Different tools yield different sorts of information (e.g. questionnaires examine the past and future whereas observations the present)
- Each tool has its advantages and drawbacks (e.g. questionnaires are easy to set out but can be variously understood)
- Tools raise ethical questions (e.g. is observation ok?)
- Sampling yield an incomplete picture (e.g. data gathered in one department say nothing about what happens in another one)

It is important to recognize that tools give a snap-shot of the company

The object of change – cont.

Diagnosis =

Data analysis

There are qualitative and quantitative data

Ask yourself

- Should qualitative data be converted into quantitative?
- Should quantitative data be statistically treated (testing)?

Advice: don't get lost with data

Rather seek to

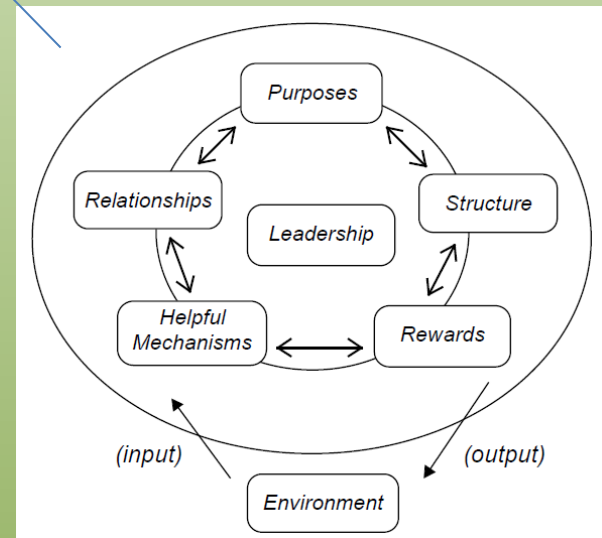
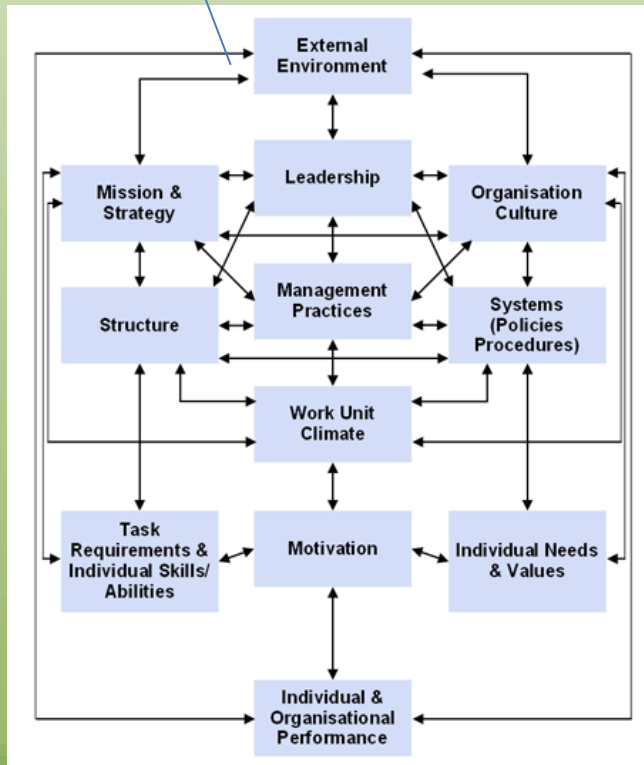
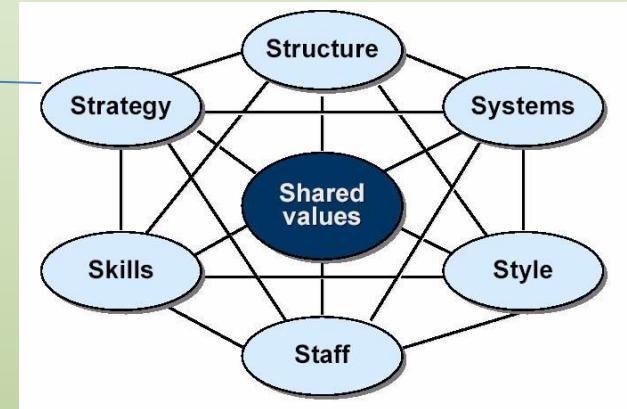
- Identify trends
- Construct broad pictures

And most importantly, invite stakeholders to agree on your findings

Comprehensive models

Be coherent: Recognition and Diagnosis Models

- McKinsey 7S model
- Weisbord's six-box model
- Burke-Litwin causal model



Readings

- <http://www.jaapboonstra.nl/wp-content/uploads/2013/01/Action-Reserach-Change-Capacity-EGOS1.pdf>
- <http://www.htsoukas.com/wp-content/uploads/2014/05/2013-A.-Langley-C.-Smallman-and-A.-Van-de-Ven-Process-studies-of-change-in-organization-and-management.pdf>
- Hayes: ch7, 8

CASE STUDIES
As per the syllabus