

Change management Or the art of evolving

Week 1

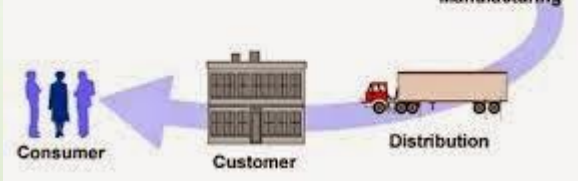
Asking the question “what is change?”

Elicits ideas as to the “being” of change

Asking the question “what does change do”

Elicits ideas as to the “doing” of change, i.e. its consequences





Change is

the substitution of one single item by another

Examples:

- the use of digital technology instead of analog
- the use of cars rather than horses



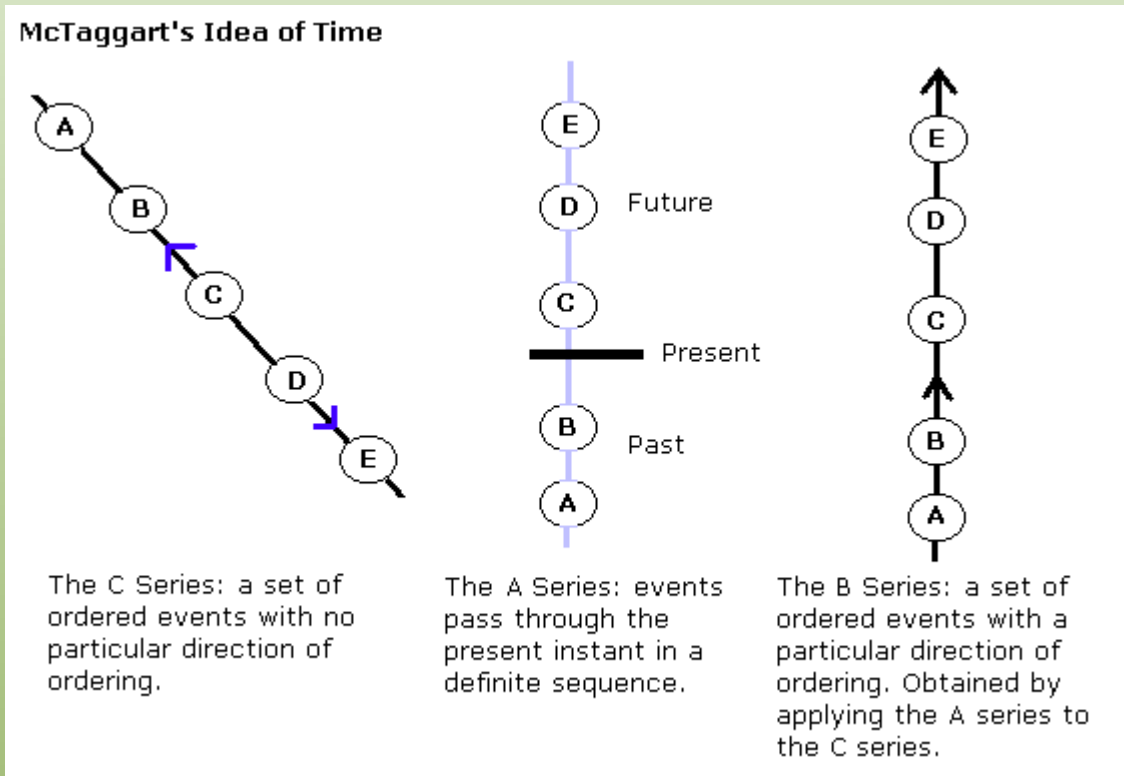
the continuous set of alterations in the same thing

Examples:

- transformation of raw materials to finished products
- the growth of a company such as Apple



In both cases there are two moments in time that can be ordered in 3 ways considering Mc Taggart's concepts of time



Considering Mc Taggart's series B:

Moment 1	Moment 2
Then	Now
Now	After

The path from then to now is

- Accidental if non-volitional
- Processual is volitional and controlled



Following Aristotelis, for change to occur accidentally or processually there must be

- Potency, i.e. the potential for change, and a
- Cause, either internal/intrinsic or external/extrinsic

Change brings about

- New values
- New ideas
- New feelings
- New ways of doing

It is thus

- either welcomed or
- greeted with disdain

IMPACT OF TECHNOLOGY REVOLUTION

Positive Ecological effects

- Improved quality of life
- Greater economic growth
- Rapid and bulk production of goods
- Better transportation
- Faster communication
- Comfortable housing
- Enjoyable recreation

Negative Ecological effects

- Pollution of life support systems
- Degradation of natural habitats
- Global warming and climate changes
- Depletion of natural resources
- Impact of industrial agriculture
- Toxic contamination
- Depletion of ozone layer

Change behaviours – general typology after Collins

Rational

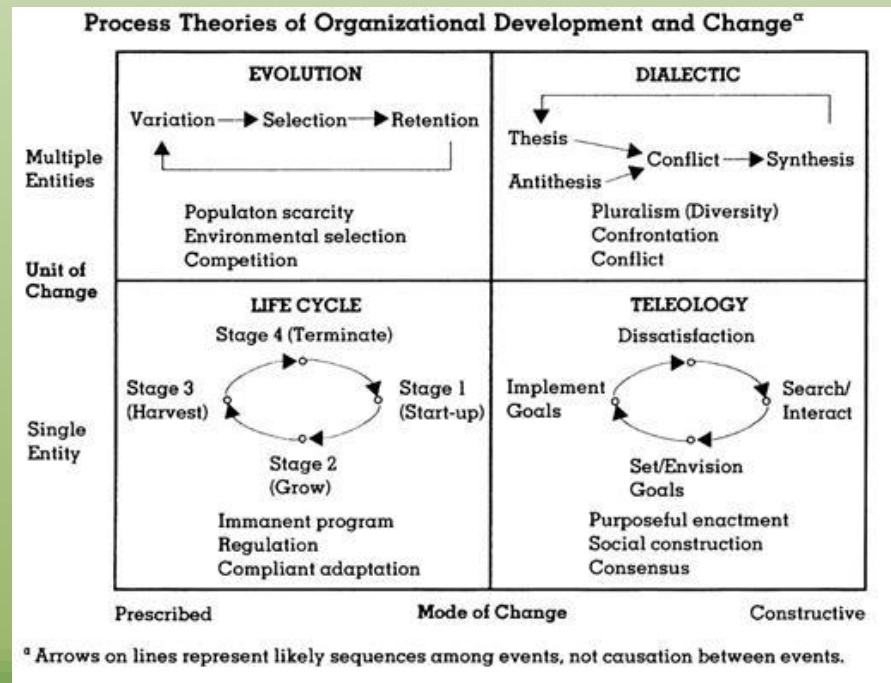
- The hero: giving personal justifications whose value and appeal is based on the charismatic authority of the manager
- The guru: offering solutions to contemporary problems that rest on having developed and researched new models
- The student: concerned with quick and memorable guidelines for swift action taking

Non rational

- The chooser: concerned with plurality and the search of options faced with external and internal pressures in the attempt to achieve planned goals.
- The processor: locating organisational change both temporally and contextually, by making sense of what activities are required, and the opportunities to be pursued and the outcomes that unfold over time

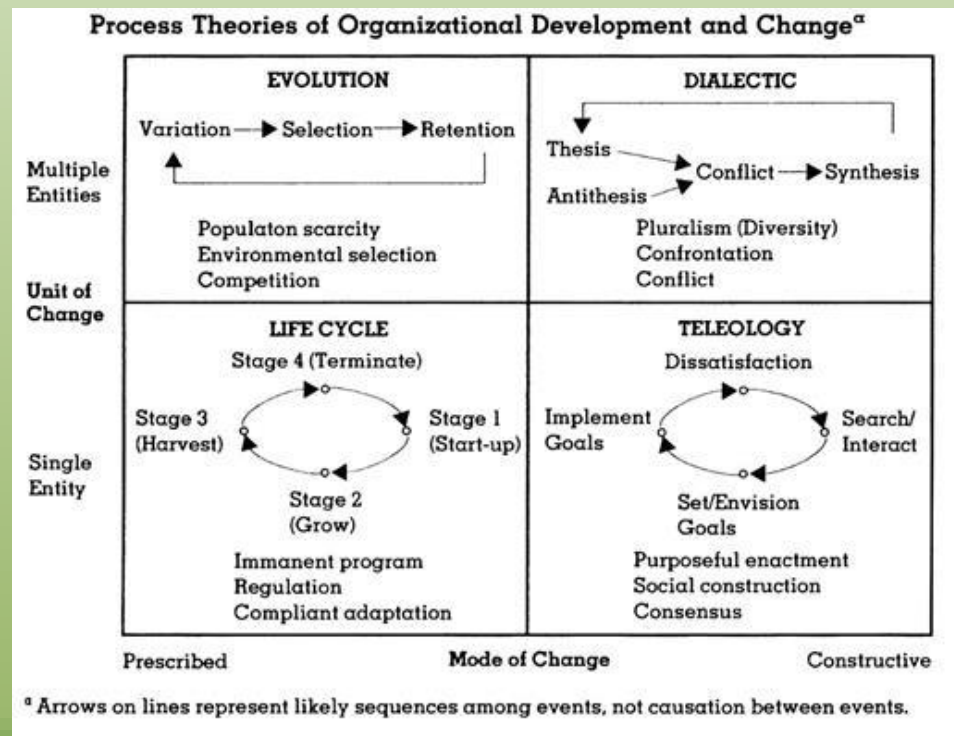
Process models – general typology after Van de Ven and Poole:

- Teleological: change is a process involving goal formulation, implementation, evaluation and learning
- Dialectical: change is the result of power antagonisms among different interest groups



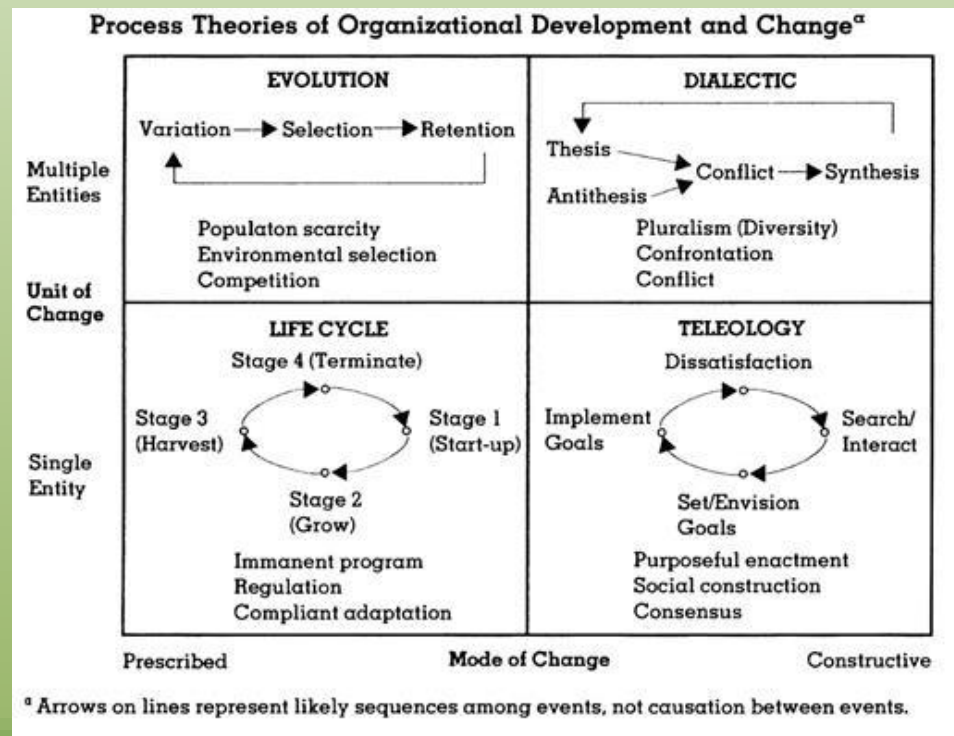
Process models – general typology after Van de Ven and Poole:

- Life cycle theories: change involves a sequence of interdependent stages i.e. the former leading into the latter
- Evolutionary: change is variation that is reduced by best-fit selection which is eventually retained

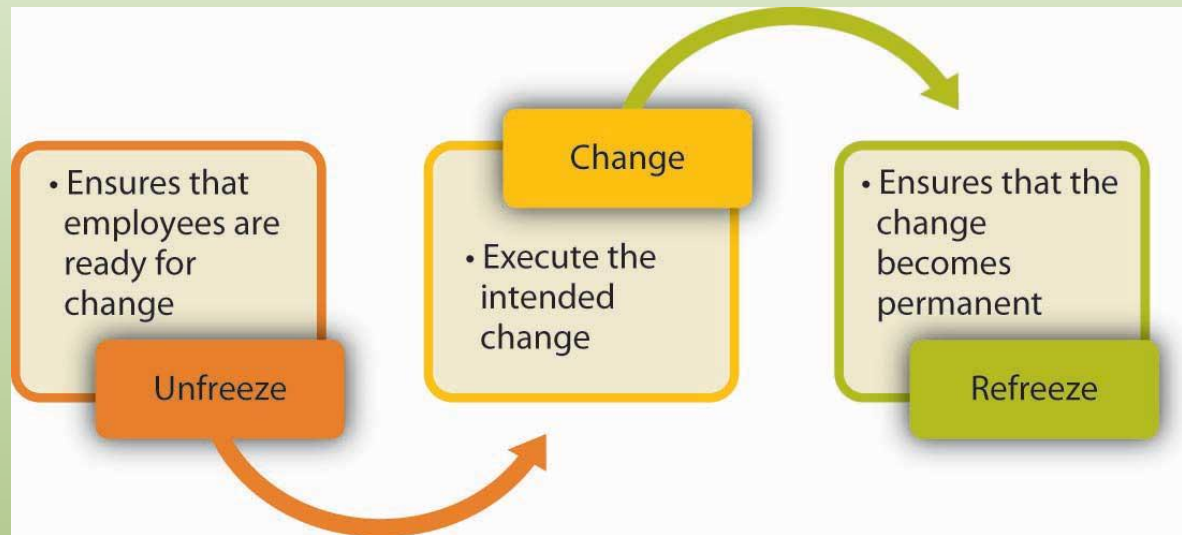


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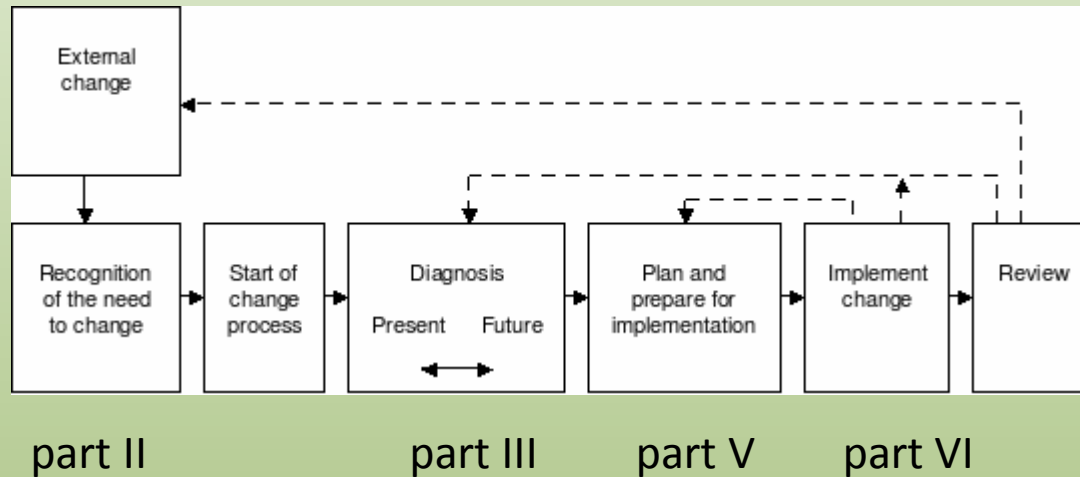
Process model after Lewin



Critique:

contrasts change to stability whereas change is a fact of life!

Process model after Hayes



Critique:

The process is linear devoid of accidents and assumes that issues are effectively and quickly overcome

Readings

- <http://plato.stanford.edu/entries/time/>
- <http://plato.stanford.edu/entries/change/>
- [http://www.neeley.tcu.edu/uploadedFiles/Academic_Departments/Management/Breakdowns in Implementing Models of Organization Change.pdf](http://www.neeley.tcu.edu/uploadedFiles/Academic_Departments/Management/Breakdowns_in_Implementing_Models_of_Organization_Change.pdf)
- [http://www.change-management-coach.com/kurt lewin.html](http://www.change-management-coach.com/kurt_lewin.html)
- Hayes: ch1, ch2