

ORGANIZATIONAL CHANGE PROCESS – STEPS TO A SUCCESSFUL CHANGE

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Abstract: Organizational change is a planned effort to improve a business's capacity to get work done and better serve its market. Organizational change is about people. Real change happens when people realize that a new methodology, process or technology makes them more productive, more efficient or better able to serve the customers needs. Organizations can only institute a change program when employees who are involved in the program understand and have confidence in its value.

Key words: change, organizational change ,people, stages of change, behavior.

1. INTRODUCTION

Successful change implementation combines decisions that are centered around what are often called “hard” and “soft” areas.

The so-called hard areas include project planning, implementing software, installing new computer networks.

The soft side—the people side - involves the decisions and actions designed to help employees embrace new methodology, technology and ways of working.

The effects of hard-side decisions are easily observed, measured and adjusted. Because is easier to measure assess the hard side, it is common for it to get more attention. Soft-side effects tend to be subtler and harder to observe – making them more difficult to measure and evaluate.

Yet attention to the people side of change is at least as important as attention to project planning or new technology.

Concluding, we can say that the people side is the most and he biggest challenge to change implementation.

2. OBJECTIVES

In present, we can notice a wide variety of models that literature made available to managers to implement successful changes.

Change is a big responsibility.

Theoretical models of change management is the starting point in implementing rapid change successful. However, due to current conditions, these management models can not be considered as a panacea, they must be adapted constantly, being revised in order to lead, finally, the successful implementation of the changes initiated.

The existing change models are taken into consideration to shape a model of planning and implementing change in the organization depending on the specifics of each organization.

3. METHODOLOGY

The present study is based on the secondary data.

Organizational change has dominated the theory and practice of change management since Kurt Lewin's work.

Kurt Lewin is recognized as the founder of social psychology, which immediately points to his interest in the human aspect of change. His interest in groups led to research focusing on factors that influence people to change, and three stages needed to make change successful.

4. ANALYSES

A lot has changed since the theory was originally presented in 1947, but the Kurt Lewin model is still extremely relevant.

A key theme of Kurt Lewin's model is the idea that change, especially at the psychological level, is a journey rather than a simple step. This journey may not be simple and may involve several stages of misunderstanding before people get to the other side.

Kurt Lewin proposed a three stage theory of change commonly referred to as **Unfreeze, Change**(or Transition), **Freeze** (or Refreeze).



Source: www.strategies-for-managing-change.com

Figure no. 1 Kurt Lewin Model of Change

Stage 1: Unfreeze - this is the first of Lewin's change transition stages, where people are taken from a state of being unready to change to being ready and willing to make the first step.

The Unfreezing stage is probably one of the more important stages to understand in the world of change we live in today.

This stage is about getting ready to change. It involves getting to a point of understanding that change is necessary, and getting ready to move away from our current comfort zone.

This first stage is about preparing ourselves, or others, before the change (and ideally creating a situation in which we want the change). The more we feel that change is necessary, the more urgent it is, the more motivated we are to make the change.

Stage 2: Change (Transition) - once you have unfrozen the people, the next question is how you keep them going.

Kurt Lewin was aware that change is not an event, but rather a process. He called that process a transition. Transition is the inner movement or journey we make in reaction to a change.

This second stage occurs as we make the changes that are needed. People are 'unfrozen' and moving towards a new way of being.

That said this stage is often the hardest as people are unsure or even fearful. This is not an easy time as people are learning about the changes and need to be given time to understand and work with them.

Support is really important here and can be in the form of training, coaching, and expecting mistakes as part of the process.

Using role models and allowing people to develop their own solutions also help to make the changes. It's also really useful to keep communicating a clear picture of the desired change and the benefits to people so they don't lose sight of where they are heading.

Stage 3: Freezing (or Refreezing) - refreezing is the third of Lewin's change transition stages, where people are taken from a state of being in transition and moved to a stable and productive state.

Kurt Lewin refers to this stage as freezing although a lot of people refer to it as 'refreezing'. As the name suggests this stage is about establishing stability once the changes have been made. The changes are accepted and become the new norm. People form new relationships and become comfortable with their routines. This can take time.

In today's world of change the next new change could happen in weeks or less. There is just no time to settle into comfortable routines. This rigidity of freezing does not fit with modern thinking about change being a continuous, sometimes chaotic process in which great flexibility is demanded. So popular thought has moved away from the concept of freezing. Instead, we should think about this final stage as being more flexible. This way 'Unfreezing' for the next change might be easier.

Lewin's model is a logic model that shows the chain of transformations that an organization must go through in a situation at a desired, predicted. This model is a relatively simple design and easy use by managers and can be used to reshape culture.

That limits could be considered a model that is relatively static, which is based on a greater stability and environmental organizations, the time taken design, realization and institutionalization of change is commendable. Or, the environment today is very dynamic and require organizations to rapid responses.

Another limit could be considered taking into account only firms that face the problems and not those that work well, but wish to improve their performance.

In a successful change initiative is an order. Thus, J Kotter describes the same process of change by going through the eight steps that people need to do to work and otherwise.

The eight steps Kotter talks about are:

- **Step 1:** determine the urgency of change
- **Step 2:** form a strong nucleus, leading change
- **Step 3:** create a new vision
- **Step 4:** notify all new vision
- **Step 5:** empower others to act on the vision
- **Step 6:** create a short-term wins
- **Step 7:** maintain state of emergency
- **Step 8:** anchoring changes in corporate culture (strengthen change)

The main problem in all eight stages proposed by Kotter is changing people's behavior, not strategy, not systems, not culture. These elements are extremely important, but the core issue is the behavior - what people do and that is how they need to be changed significantly react.

In 2002 J.Kotter and D.Cohen send a new message related to the change process, namely that people get to do otherwise, not so much because they are available for analysis which changes their thinking, both for that are shown a truth that influences

their thinking. In other words, see – feel - change model is more effective than analysis-think-change model.

Data collection, analysis and presentation are important elements in the process of change, but sometimes changed behavior analysis is the one who pushes people into a process such as see – feel - change. Sometimes people change initiated by feelings help improve analysis. Often, small changes are a necessary component of a broader changes and small changes are based on analysis.

But the analysis has some major limitations. First, in many cases it is not necessary to identify the great truths. It may not have made much effort to see that the old strategy did not yield results and the new one was adopted. Secondly, in a tumultuous world, analytical tools have their limits. They give the best results when parameters are known, the assumptions are minimal and the future is not confusing. Thirdly, a proper analysis rarely actually motivates people. It changes the way you think, but how many times causes people to come running through the door and behave quite differently? And motivation has nothing to do with thinking, but with feeling.

We do not manage to change things, not because we do not know how or we do not have feelings. We did not succeed because we have not lived enough to change very successful experience. Without this experience, very often we become pessimistic, reluctant or doubtful enough not to act. Therefore not only behave in an inappropriate manner, we are even afraid to try to do that.

We align the foregoing opinions, which state that to change people's behavior, not to offer such analysis to influence their thinking, how to help them to see a truth to influence sentiment.

Because the world is complex, in many cases we not met the eight-stage model proposed by Kotter, but these correspond essentially a fully successful change.

- **Prepare stage**

1. Create a feeling of necessity.

Help others to find that change is necessary and it is important to act immediately.

The main problem in Step 1 is not the need, seen in the abstract sense, but human behavior that ignores the fact that the world changes, they are terrified they see problems occurring or to do nothing but complain.

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

2. Arrange coordination team.

Make sure that change is led by a powerful group - one who possesses leadership skills, credibility, communication skills, leadership, analytical skills and a sense of necessity.

In this stage the problem is able to coordinate behavior change, especially concerning confidence and determination.

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

- **Decide what to do**

3. Develop vision and strategy change. Explain how the future will differ from the past and how it can transform the future into reality.

In this third stage, we face the problem that keeps people must begin to behave in a way that give rise to visions and realistic strategies. For those who know to make plans, but they never elaborate a viable vision of change, that change the behavior is extremely important.

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.

- **Get involved**

4. Communicate to be understood and to gain confidence. Make sure that a large number of people understand and accept the vision and strategy. It is 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.

5. Empowered others to act. Remove as many barriers as possible, so that those who wish can turn vision into reality. There is actually about the implementation of the message, which for some employees to work with completely different means.

6. Gain short-term wins. Get as soon as possible successes that make an impression.

Create short-term targets - not just one long - term goal. You want each smaller target to be achievable, with little room for failure.

7. Do not stop. After early successes, increase the pace, faster and stronger. Be no peace, initiating change after change until vision become a reality.

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.

- **Print durability**

8. Create a new crop. Valued new types of behavior and make sure you are successful, to become powerful enough to replace the old traditions.

A new culture – group norms of behavior and shared values – develops through consistency of successful action over a sufficient period of time. Here, appropriate promotions, skillful new employee orientation and events that engage the emotions can make a big difference.

In conclusion, we can say that the most important goals in the process of change, are: create a sense of urgency, recruit powerful change leaders, build a vision and effectively communicate it, remove obstacles, create quick wins, and build on your momentum. If you do these things, you can help make the change part of your organizational culture. That's when you can declare a true victory. Then sit back and enjoy the change that you envisioned so long ago.

5. CONCLUSIONS

We live in a world where business as usual is change. New initiatives, project-based working, technology improvements, staying ahead of the competition - these things come together to drive ongoing changes to the way we work.

The above mentioned models (Kurt Lewin`s – 3 stage model and John Kotter - 8 steps model) are simplifications of phenomena that serve to create our images of how the world works. Since all models are simplifications, they are all inaccurate to some extent. The most important aspect we need track is whether or not they are useful – whether they help us improve and succeed.

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