

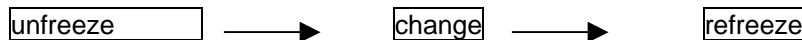
## **Organisational Change/Development – The Models**

### **Summary**

Organisational development (OD) is the implementation of a process of planned (as opposed to unplanned) change for the purpose of organisational improvement. There is a plethora of research on change management, but there is no one comprehensive theory in the area. Therefore, the range of change models can be quite confusing. This information sheet is an attempt to provide HR professionals with some clarity and knowledge when approaching change or when confronted with change models.

### **The Models**

Work within the last ten years on change research has become richer and more descriptive, but the central ideas on the process of change have not really altered. Although there is no one all embracing widely accepted theory of organisational change and no agreed guidelines for actions by change agents, Lewin's (1951) three stages of change continues to be the underlying model for most organisational development models. Table One (over page) outlines how a sample of models comfortably fit into Lewin's three stages of organisational change (below).



### **Common Elements in Change Models**

- the first stage of change models – unfreezing - usually involves:
  - (a) systematically gathering qualitative or quantitative data on the nature of a particular problem or situation eg organization surveys, multisource feedback, focus groups and interviews, personality assessments, process observations and consultation, action learning, appreciative inquiry
  - (b) analysing the data to find central themes and patterns and feeding back a summary and analysis of the data
  - (c) taking action based on the resulting diagnosis of the situation
- the general rule of most models is that you ensure that all steps are systematically addressed
- change models have generally been linear in form ie., there is a desirable steady progression through the stages and relapses to earlier stages have been considered negative/undesirable.
- the large number of change interventions which do tend to relapse have prompted two responses from the research:
  - (a) inertia or resistance is a major issue – particularly in more bureaucratic organizations – some change theorists suggest that logic (the facts and data presented in stage one) are not sufficient to move some people to change and that we perhaps need to place more emphasis on the emotional response to change through more skilled use of language, analogy, modelling the way.
  - (b) relapses are not a disaster – instead there may be a ‘spiral’ approach to change (moving backwards and forwards several times in the process before ‘freezing’ the change)

### **Effective Model Implementation**

- in light of the differences in the detail between the large number of change models (the underlying process for most being the Lewin approach), Dunphy (1996) outlined the components that need to be considered and included when assessing the value of particular change models for specific organizations (Table Two – over page).
- the Dunphy approach can be used by HR professionals to firstly evaluate their organisational requirements and secondly to ensure that the change model they are using has the approach and strategies appropriate to their organisational needs - the type of interventions and the approach used will vary from organization to organization because of different ideology and different stakeholder emphasis.

**Table One: Comparison of the Lewin Change Model with more Recent Approaches**

Lewin (1951)	Huse (1980)	Kotter (1996)	Kirkpatrick (2001)
<p><b>Unfreeze</b></p> <p>Weakening the structural support of the system needing change – getting the system to “open-up”</p>	<p><b>Scouting</b> change agent and client system jointly exploring</p> <p><b>Entry</b> Development of a mutual contract and mutual expectations</p> <p><b>Diagnosis</b> Identification of specific improvement goals</p> <p><b>Planning</b> Identification of action steps and possible resistance to change</p>	<p><b>Establishing a sense of urgency</b> examine market and competitive realities and identify and discuss crises, potential crises or major opportunities</p> <p><b>Creating the guiding coalition</b> assemble a group with enough power to lead the change effort and encourage the group to work together.</p> <p><b>Creating a vision to help the change effort and develop strategies for achieving it.</b></p> <p><b>Communicating the vision</b></p>	<p><b>Determining the need or desire for change</b></p> <p><b>Preparing tentative plans</b></p> <p><b>Analysing probable reactions</b></p> <p><b>Making a final decisions</b></p> <p><b>Establishing a timetable</b></p> <p><b>Communicating the change</b></p>
<p><b>Change</b></p> <p>Moving the system in a new direction</p>	<p><b>Action</b> Implementation of Action Steps</p>	<p><b>Empowering Others to Act on the Vision</b> eliminate obstacles to change: change systems or structures undermining the vision; encourage risk taking and non-traditional ideas, activities, and actions</p> <p><b>Planning for and Creating Short-Term Wins</b> plan for viable performance improvements, create those improvements; recognise and reward employees involved in them.</p>	<p><b>Implement the Change</b> Build the change strategies and tactics into an overall change plan</p>
<p><b>Refreeze</b></p> <p>Reinforcing the changes made – providing support and stability to prevent the system from slipping back to its previous form</p>	<p><b>Stabilisation and Evaluation</b> Evaluation to determine success of change and need for further action or termination</p> <p><b>Termination</b> Leaving the system or stopping one project and beginning another</p>	<p><b>Consolidating Improvements and Producing more Change</b></p> <p><b>Institutionalising New Approaches</b></p>	<p><b>Determining the need or desire for change</b> (this is a cyclical model)</p>

**Table Two: Components of a Comprehensive Change Theory (Dunphy, 1996)**

Dunphy's Ideas	How you identify your Organisation from this approach
<b>Metaphor of organization</b> – <i>what is the nature of the organization (often unconsciously held)</i>	<b>What are the Key Characteristics of your Organization</b> eg. Large, small, bureaucratic, growing, responsive, politically, economically or socially focussed, infrequent change, change resistant, constant/evolving change
<b>Analytic Framework/Diagnostic Model</b> – <i>this framework specifies key variables critical to the change process</i>	<b>What is Important in this Change Process</b> eg., participant involvement, strategic analysis of the industry environment, global perspective, local perspective, long term or short term perspective
<b>Ideal Model of an Effectively Functioning Organisation</b> – <i>suggests direction for change and the values to be used in evaluating the success of the change intervention (survival, growth, workforce satisfaction etc)</i>	<b>What is the Ideal Outcome – What are the drivers</b> eg., efficiency, effectiveness, profitability, continuous learning, democratic community, semi-autonomous work groups, committed workforce supporting organisational strategy
<b>An Intervention Theory</b> – <i>specifies when, where and how to intervene so as to move the organization closer to the ideal</i>	<b>What are the Methods to be Used</b> eg. Participative action research, workplace redesign, competitor analysis, strategic redirection and reposition
<b>A definition of the role of the change agent</b>	<b>What Type of Change Agent is Appropriate</b> eg., technical expert in work design, social process facilitator, negotiator around reconciling the differing interests of key parties to the change process, corporate strategist, technical expert in strategy implementation, integrator of varying strategic action programs.

Disclaimer: The information in this report is provided in good faith and we believe it to be accurate and correct. However, any decisions you may take on the basis of this information must be your own responsibility.