

Weeks, topics, chapters

1. Unit overview & introduction
Managing change as
a process (Chs 1, 2)
2. Recognising the need and
diagnosing change (Chs 4, 7)
3. Planning for change
(Chs 14, 15)
4. Considering & selecting
interventions (Chs 16, 24)
5. Implementing & reviewing
change (Ch 25, 26)
6. Sustaining change
(Chs 27, 28)
7. Leading change (Ch 9)
8. Managing politics &
stakeholders (Ch 10)
9. Communicating change
(Ch 11)
10. Motivating others &
minimising resistance
(Ch 12)

Topic 1: Managing change as a process

PROCESS models of change

Understand change as a process:

- step back and observe what is going on
- explore alternative ways of acting that might deliver superior outcomes.

STATES perspective on change

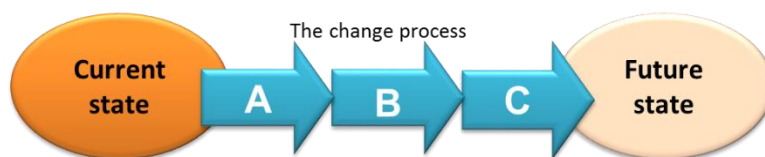
Focuses attention on the “**what**” of change:

- ❖ What needs to be changed
- ❖ What is being changed
- ❖ What has been changed

Process perspective on change

Focuses on the “**how**” or “**ways**” of change:

- ❖ pace of change
- ❖ sequence of activities
- ❖ way decisions are made and communicated
- ❖ ways in which people respond to other’ actions



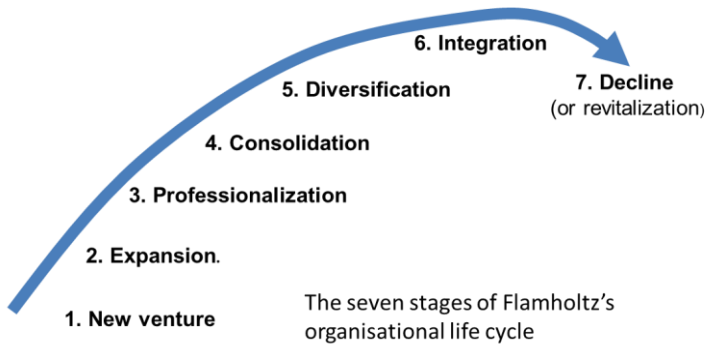
Four change process theories

1. Teleological theories
 2. Dialectical theories
 3. Life cycle theories
 4. Evolutionary theories
- ❖ All view change as involving a number of events, decisions and actions, connected in a sequence...
 - ❖ Differ in terms of the degree to which they present change as:
 - following a **necessary sequence of stages**, and
 - the **extent** to which the direction of change is

constructed or predetermined

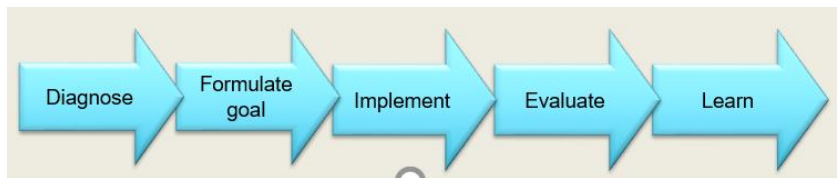
The order of stages

- Some theories place more emphasis on the **order of the stages** in the change process than others.
- **Life cycle theories** are more prescriptive about this than teleological theories.



Teleological theories

Are less prescriptive about the ordering of stages:



- each of these stages is important and there is a logical sequence connecting them

BUT

- the sequence does not have to, and often does not, unfold in a way that follows this ordered linear sequence.

e.g. Car importer responds to imposed change

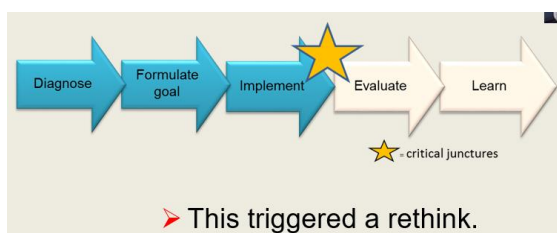
The manufacturer of an inexpensive range of cars informed an importer that it had decided to reposition its brand and import more expensive and better quality cars.

Initial diagnosis:

- refurbish and relocate dealerships
- in order to attract the type of customer who would be interested in this type of car

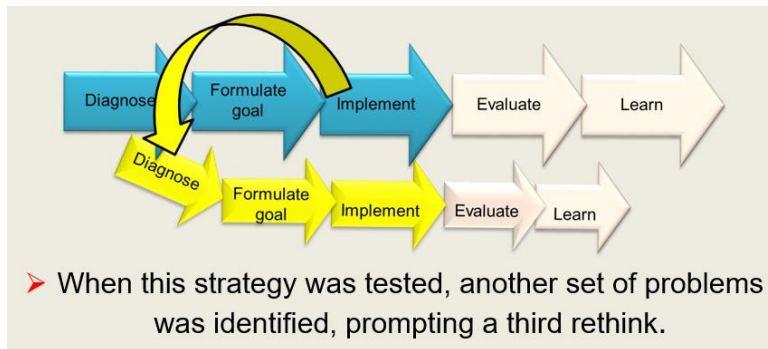
Car importer response #1

The importer quickly began to formulate a change strategy, but initial approaches to a sample of dealers to test out plans for change met with strong resistance.



Car importer response #2

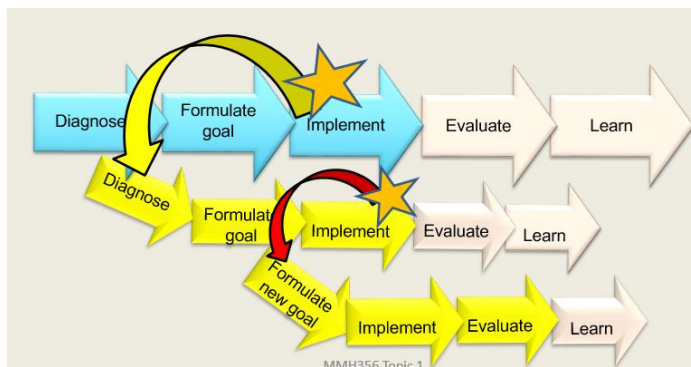
The problem was reframed and a second diagnostic exercise was undertaken to provide the basis for a new strategy.



Car importer response #3

A two-pronged strategy:

1. work with some existing dealers to help them make necessary changes; and
2. establish a new business for the cheaper vehicles.



Direction of change: Predetermined trajectories

Life cycle and evolutionary theories:

- change is a prescribed process
- that unfolds over time in a pre-specified direction
- the process is constrained by some inherent code or
- by factors external to the immediate system

