

MGF3621 Organisational Change Notes

SECTION ONE: INTRODUCTION TO ORGANISATIONAL DEVELOPMENT

WEEK ONE: Introduction to Organisational Change

What is organisational change?

Organisational change is the long-term approach aimed at improving an organisation's ability to survive by changing its problem solving approach.

Two Broad Approaches to Change

1. **Organisational development**

Organisation development is a system-wide application of behavioural science knowledge to the planned development and reinforcement of organisational strategies, structures and processes for improving an organisation's effectiveness.

2. **Organisational transformation**

Organisation transformation (OT) implies radical changes in how members perceive, think and behave at work. These changes go far beyond making the existing organisation better or fine-tuning the status quo. They are concerned with fundamentally altering the prevailing assumptions about how the organisation functions and relates to its environment. Changing these assumptions entails significant shifts in corporate values and norms and in the structures and organisational arrangements that shape members' behaviours.

Organisational Development	Organisational Transformation
<ul style="list-style-type: none">• Proactive - focus on continuous improvements• Incremental/undramatic• Planned• Long term• Normal• Internal focus• Stable• Process oriented• Total system	<ul style="list-style-type: none">• Reactive - response to external pressures• Dramatic• Unplanned• Short term• Chaotic• External focus• Unstable• Outcome orientated• Specific focus

Types of Change

- Developmental, Transitional (replacement) & Transformational Change (reshaping/shifting) (Akerman, 1997)
- Planned versus Emergent Change (sudden)
- Episodic (on/off/irregular) versus Continuous Change (Weick & Quinn, 1999)

Scale of Change

- Fine tuning – departmental division level
- Incremental adjustments – structures and management processes
- Modular transformation – realignment of departments/divisions
- Corporate transformation – revolutionary organisation wide change

Stages of Organisational Development

1. Anticipating the need for change
2. Developing the Client/Consultant Relationship
3. Diagnosis – collection and collaboration with org and OP
4. Action Plans, Strategies and Techniques
5. Self-Renewal, Monitoring and Stablising
6. Continuous Improvement Process – must continue to change to survive

WEEK TWO: Approaches to Planned Change & Sustainable Organisational Change

What is change?

- The new state of things is different from the old state of things
- Can be planned or unplanned

Planned change is:

- Performance gap between actual and desired states
- A problem to be solved
- An opportunity to exploit
- Goal is to maximise positive consequences
- Is adaptive & interna

Unplanned change is:

- Unanticipated disasters
- Breakdowns
- Shortages
- Goal is to minimise negative consequences

Lewin's 3 Phase Model (1948) (planned change model)

1. Unfreezing - removing forces which maintain behaviours
2. Moving - new behaviours are developed
3. Refreezing - reinforcing the new behaviours to make them the norm - the use of supporting mechanisms that reinforce the new organisational state, such as organisational culture, norms, policies and structures.