

ORGANIZATIONAL CHANGE MODELS

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Abstract: contemporary organizations are working in a turbulent environment in a continuous change requesting increased exigences. In this context, the organizational change is a normal process wich takes place in almost every business organization. Yet, the change management is a difficult process which could meet with resistance.

To change a thing means transforming, modifying it in a way or in another. Change occurs in all fields, irrespective of the fact that one is aware or not of the process. Asociated untill 20 -30 years ago only with social, political, economical events change turns to be a continuous and an accelerated process.

In a society the change is not a purpose in itself but a way of react to more and more abundant and frequent environmental changes, to the restrictions, to the demands and to the occasions that may appear [6].

Change has as a basis the existence of a perceptible difference between two situations which are succeeding in time to a person into a relationship. *Change is the passing way from a relative state of stability to another, a way to adapt to the environmental changes* [7].

According to a reference paper of our native literature [1], change represents the substitution, the modification, the transformation in shape and / or content of an object, product, paper, job, activity or process. In the case of an organization, the modification may aim any of its components. Under the action of environmental factors, they are imposing significant revaluations of the organization under the aspect of its nature, with regards to the requests and the interests of consumers, the labour, commercial technologies, communications and competiton.

In the case of the studies regarding to great tendencies that affects individuals, organizations, society, John Naisbitt poited out as main changes [4]:

- the transition from an industrial society to an informational one;
- the transition from a situation in which the hi-tech was making an impression in its complexity by its use in a personalized way;
- the transition from a national economy to a world economy much more independent;
- the transition from the short time managerial foresights to the long term ones;
- the transition from an organizational hierarchy to a labour network.

Known by the name of “theories of change” or “models of change”, the concepts about the planning and the implementation of the changes in organization are describing the specific activities imposed by the initiation and the unfolding of the change within the framework of an organization [1].

1. Kurt Lewin`s model

In a reference paper [5], Lewin draws up one of the first model of change planning. He considers change to be a modification of those forces that maintain a constant

behaviour system. He estimates that the state at a certain moment is the result of the action of two categories of forces. On the one hand there are the forces generating the change and on the other hand there are the forces opposing to the change (the resistance to change). When the two categories of forces are approximately equal, the system (which could be the organization) is in balance.

In order to change this balance, either a raise of the forces putting pressure on the changes are to be determined, or a diminish of the forces opposing to the change is to be attempted. An early model of change developed by Kurt Lewin described change as a three-stage process: unfreezing (the opening), the movement (the change) and the refreezing (the closing).

The first stage he called "unfreezing". The focus of this stage is to create the motivation to change. In so doing, individuals are encouraged to replace old behaviors and attitudes with those desired by management. Managers can begin the unfreezing process by disconfirming the usefulness or appropriateness of employees' present behaviors or attitudes.

In the second stage the change occurs. Because change involves learning, this stage entails providing employees with new information, new behavioral models, or new ways of looking at things. The purpose is to help employees learn new concepts or points of view. Role models, mentors, experts, benchmarking the company against world-class organizations, and training are useful mechanisms to facilitate change.

The third and final stage he called "refreezing". Change is stabilized during refreezing by helping employees integrate the changed behavior or attitude into their normal way of doing things. This is accomplished by first giving employees the chance to exhibit the new behaviors or attitudes. Once exhibited, positive reinforcement is used to reinforce the desired. Additional coaching and modeling also are used at this point to reinforce the stability of the change.

2. The model of the research action

This model is based on the consideration of the change planning as a cyclical process in which an initially research action of the organization activity offers information which are to be the foundation of a new research action. The model presents the following steps:

- **Carefully and fully specify the problem (status quo).** A problem may be defined as the difference between what currently exists and what should exist.
- **Define objectives.** A manager must consider what the situation will be like when it's solved.
- **Brainstorm to determine the driving and resisting forces that contribute to the problem.**
- **Analyze these forces more fully and develop a strategy.** This strategy should be aimed at strengthening the driving forces under a manager's control and weakening the resisting forces that a manager can realistically do something about.
- **Compare strategy against company or departmental objectives.** A manager must consider whether his or her problem-solving strategy will promote a change in the status quo.

3. The model of systemic approach

According to a systemic approach the organization is mainly influenced by 5 variables [1]:

The personnel include the individuals working within the framework of the organization together with their specific features: personality, skills, perceptions, needs, motivations.

The tasks characterize the nature of work and rests upon a person who has the obligation to fulfill them perpetually or for a well-defined period.

Technology dwells with the methods and to the techniques which allow to solve some of the problems as well as the application of the knowledge in different organizational procedures.

Structure dwells with the hierarchical ladder, authority distribution, responsibility, communication systems.

Strategy includes the objectives of the organization and the modalities of their accomplishment together with the necessary resources, financing resources, terms of application and realization.

The 5 variables are depending on each other. Every modification suffered by one variable draws changes in one or in all the other variables. For exemple a modification of the strategy of the organization determined a modification of the organizational structure, which, at its turn, implies a reconsideration of the tasks fulfilled by the people composing that structure.

The model of systemic approach offers to the managers the possibility to find the changes in the interconditioning of the elements, as we cannot change a part of the whole without changing the whole.

4. Moorhead-Griffin model on the continuous change process [2]

This is an evolved model which stresses the fact that change became more and more a normal state of a society which wishes to keep itself competitive on the evolving market. Although it includes Lewin's model elements, this model has a much more dynamic character and it is much closer to what is happening in local, national or international business environment. The elements of this model are the following:

The changing forces are represented by the internal or external facts exercising big pressures so that the organization may reconsider the way it carries on some of its activities.

The recognition or the defining of the problem is the stage in which on the basis of a complex diagnosis the weak and the strong items of the organization distinguish themselves as well as the causes that generated them. In this point the problems with priority is being stressed.

Finding the way to end the problem is the stage in which the management of the firm, alone or together with external counselors, is looking for the solutions in order to eliminate the causes generating dysfunctions and the exploitation of those generating positive effects. The leaders analyze more evolution scripts and choose the final variant suited to contribute best to obtain the performance.

Implementing the changes means to put into practice the decisions taken by the superior level leaders. An increased attention must be drawn to the technical, economical, managerial and social changes harmonization in order to avoid conflictual situations

Monitorization, evaluation and control are to be realized either during the development of the changing process, or at some intervals established by the leaders. Additionally, the monitoring process of the external environment takes place continuously, and according, to the signals that has been received, the firm will enter again in an organizational change promoting process.

The changing agent is a person or a community in charge with the introduction of the respective changes. The changing agent may be rappedresented by people from the

inside or by external counselors or by joint teams of counselors and specialists from the firm.

The transition management is the specific management that the firm must apply as the firm is not in the original, but not in the final one as well.

The continuous change process model is a model which takes into account the relation between the environment and the organization within the changes process in a closer way to their real dimension.

5. Kuczarski's model on changing the organizational values [8]

The values and the standards are the main constituents of organizational culture. The lack of a coherent and distinct value, symbols, standards system or the existence of a feeble organizational culture will create the favorable environment for the employee to try to fulfill only their private goals, to try to obtain much more power in others' detriment.

The leaders within the organization must be perpetually aware of their part. All they say, all they do and ask is being noticed, discussed and interpreted by the employees. That's why they must understand, accept and act accordingly.

The model on changing organizational values within the firm carries on in many stages which at their turn involve more stages.

First stage

First phase Leader who are holding important positions at a superior level initiate a major informational action of the employees regarding to the debate process and to the adoption of new organizational values. An official statement of the management team is drawing up and it is presented to the staff and it is displayed in places within easy to reach for the employees. Employees have to fill on certain forms the values they have, the values they want to find at their working place and the values they want to share with the others.

Second phase: Each employee will have to make an hierarchy of these values.

Third phase: gathering all forms, date centralization and publication of this list of values.

Second stage

Fourth phase: individual published values revision and the identification of the most important categories. În această fază are loc revizuirea valorilor individuale publicate și identificarea celor mai importante categorii.

Fifth phase: the drawing up of a value list the group want to adopt.

Sixth phase: the distribution of the values: the most importance, the less importance. Each of these two categories should not include more than 10 values.

Third stage

Seventh phase: the unfolded activity within the frame of mini-groups offers basis for the drawing up of a commitment for the values of the individuals and for the values of the organization.

Eighth phase: is an integrative one. An unitary vision on the organization, on employees most important values is transmitted.

Ninth phase: the creation of certain elements which should transmit continuously the values adopted by the firm is a very important step for the consolidation of the organizational culture. The demonstration ways may be:

- Placing some pannels with the declaration of the two sets of values in places more circulated within the firm;
- Printing some values on the back of the visit cards;
- Including these declarations in the startegies and politics of the firm;

- Giving a reward to the individuals or groups who proved the acceptance and the promotion of these values during the whole year.

Tenth phase: the employees must be interviewed after beginning complying with the new values.

Fourth stage

It is the moment when the firm externalize its values and creates a new image to be recognized by its clients or by other external shareholders.

Eleventh phase: the answer to some questions is discovered:

- Which are the values the clients perceive that are transmitted to them through products or services or through the position of the firm?
- Which are the values they want to be transmitted?
- Which of these values would be the most important for the firm?
- Which new value they wish to be assimilated and transmitted by the firm?

Twelfth phase: the values considered important by the client are known within the firm not only at the top managerial level but at the inferior levels, too.

The model presents a methodology which can be well used to remodel organizational values or even to remodel the whole organizational culture.

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