

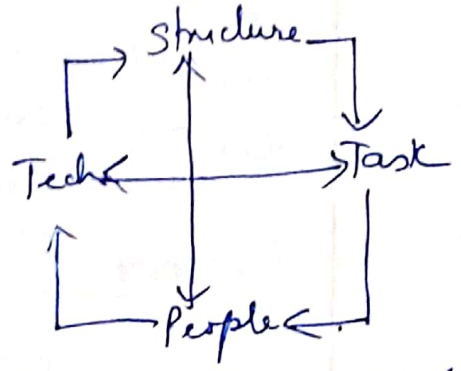
- 1) Types of change
- 2) Resistance to change
- 3) Tech of overcomm change
- 4 Seven Model.
- 5) Implementing change

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Planned change:

It is a deliberate Design + Implementation of a structural innovation (new policy, change in operating philosophy, climate or style).

The Planned change is →



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Tech Related changes:

It refers to Sum Total of Knowledge providing ways to do things.

It includes Inventions, & Techniques. This includes designing, producing.

The Tech Related changes include

- (1) changing problem solving & D.M Procedures
- (2) introducing Automated Data processing services.
- (3) change in Methods of Prod.

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Task related changes:

Technology related changes determine the type of task that may be required to complete an operation.

The Focus of Task related changes are:

- (1) High internal work motivation
- (2) High quality work performance.
- (3) changing one form of orgn to another form.
- (4) change in Line-staff and.

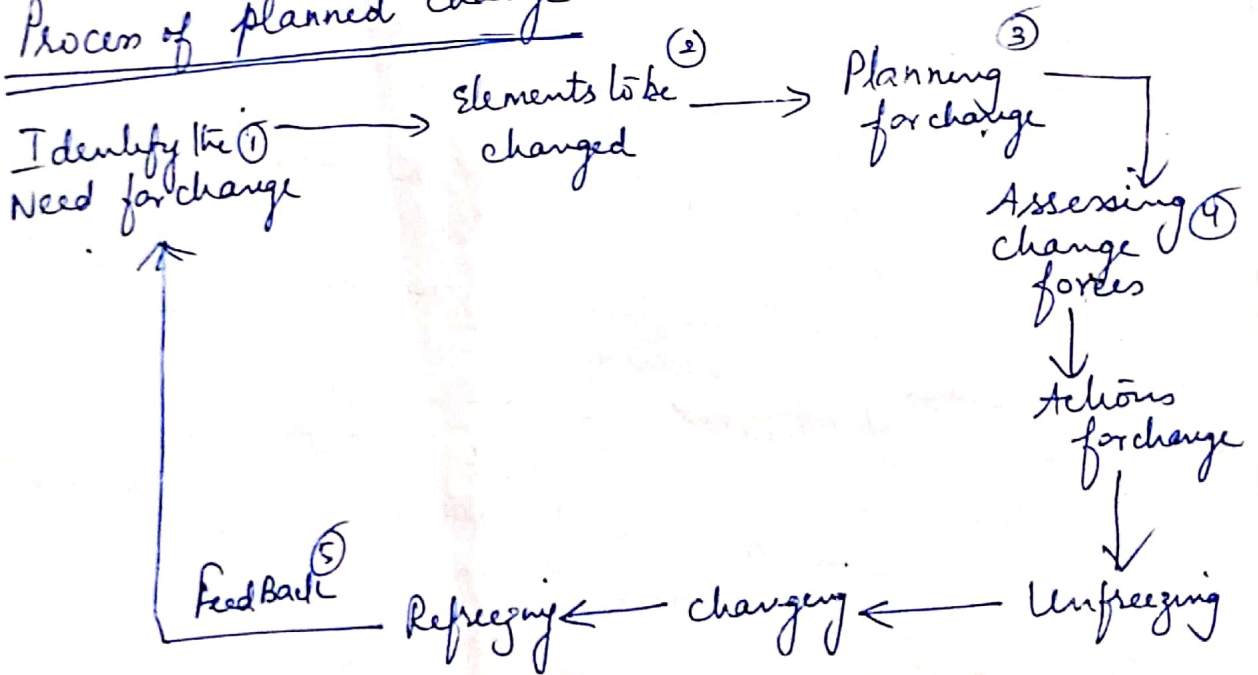
Structure related
 Because of structural changes, the formal reporting relationships, formal Interaction pattern are also affected. Also change in one form of Orgn to other takes place and change in Functional Authority also takes place.

People related change:

Any change in Orgn, requires change in the people of an Orgn.

These changes are of two types - Skill & Behaviour.
 Eg: If change in Tech from Manual to Automated is done, so the operators require different type of skill to work in Automated machine.
 This also leads to change in Behaviour of people.

Process of planned change



S1: Identifying Need for change:

This step involves, identifying when change in the Orgn is required.
 There are also some External forces which is necessary makes it necessary for change. If the External forces does not affect the Orgn, then there is no need to change.

Identifying the need for change, depends on GAP analysis (~~desired state to~~ (what is orgn achieving and what it should achieve).

2) Elements to be changed :-

- * what Elements of the orgn need to be changed depends by diagnosing the Problem caused.
- * Eg :- Declining profit necessitates a change but does not specify what Elements are needed to be changed. So it is necessary to diagnose the ~~problem~~ factors responsible for decline in Profit.
- * Usually change is required in three Major Elements of orgn - Orgn structure, Technology & People.
- * Structural change include - job design, job definition, Basis of departmentation, span of control, organisational policies & procedures.
- * Technological changes include - change in the plant, Equipment, Technique of doing a work, prodn methods.
- * Change in People include - Behaviour, interaction pattern, informal grouping, skills, Attitude.

3) planning for change:

planning for change includes who will bring change, when to bring change & how to bring change.

who → The person who works as change agent

when → The Time Dimension of change

How → includes procedures in chronological order.

4) Assessing change Forces :-

According to Lewis, there are many forces like, forces in Individual, forces in group and forces in Organisation which Resist the change.

For Any change to be Accepted by Individuals, the Management has to create an Environment. For any change to be accepted by a group, there are two forces - favouring & opposing forces. This is referred to as "field of forces" by Kurt Lewis. According to Kurt Lewis, For Any situation, there are Driving and Restraining forces which influence a change.

Driving forces are those which affect a situation by pushing it in a particular direction. These forces tend to initiate change and helps to keep it going.

Restraining forces acts as Restrain or decrease the Driving forces. A Equilibrium is reached, when the Sum of driving forces Equals Restraining forces.

Orgn Equilibrium is Not static. The Mgmt has to push the Driving force to bring about a change. The Mgmt may also give up change programme if the restrain forces are stronger.