



Types and Forms of Organizational Change

Fourth year
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English program
Date :22/4/2020





Organizational Change

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Learning Objectives

- Understand the relationship among organizational change, redesign, and organizational effectiveness
- Explain Steps of organizational change.
- Distinguish among the major forms or types of evolutionary and revolutionary change organizations must manage
- Recognize the problems inherent in managing change and the obstacles that must be overcome

Learning Objectives

- Describe the change process and understand the techniques that can be used to help an organization achieve its desired future state

What is Organizational Change?

- Organizational change: The process by which organizations move from their present state to some desired future state to increase their effectiveness
 - Goal is to find improved ways of using resources and capabilities in order to increase an organization's ability to create value

Steps of organizational change

Process of Organizational Change

Identifying need for change



Determining elements to be changed



Planning for effective change



Assessing change forces



Actions for change - Unfreezing,
Changing, Refreezing



Feedback and Review

How can applying organizational change ?

Organizational Change System

Preparation

- Change leaders
- Company-wide desire to change
- Vision and strategy
- Change program
- Cross-functional teams
- Simulation games



Implementation

- Communicating
- Involving and empowering people
- Celebrating successes
- Monitoring, learning and adapting
- Institutionalization and training

What is Organizational Change? (cont.)

- Targets of change include improving effectiveness at four different levels
 - Human resources
 - Functional resources
 - Technological capabilities
 - Organizational capabilities

Targets of Change: Human Resources

- Typical kinds of change efforts directed at human resources include:
 - Investment in training and development
 - Socializing employees into the organizational culture
 - Changing organizational norms and values to motivate a multicultural and diverse workforce
 - Promotion and reward systems
 - Changing the composition of the top- management team

Targets of Change: Functional Resources

- Change efforts directed at functional resources by transferring resources to the functions where the most value can be created in response to environmental change
- An organization can improve the value that its functions create by changing its structure, culture, and technology

Targets of Change: Technological Capabilities

- Change efforts directed at technological capabilities are intended to give an organization the capacity to change itself in order to exploit market opportunities
- Technological capabilities are a core competence

Targets of Change: Organizational Capabilities

- Change efforts directed at organizational capabilities alter organizational culture and structure
 - Permitting the organization to harness its human and functional resources to exploit technological opportunities

Forces for Change

- Competitive forces: Organization must make changes to attempt to match or exceed its competitors on at least one of the following dimensions:
 - Efficiency
 - Quality
 - Innovation

Forces for Change (cont.)

- Economic, political, and global forces: affect organizations by forcing them to change how and where they produce goods and services
 - Need to change organizational structure to:
 - Allow expansion in foreign market
 - Adapt in a variety of national cultures
 - Help expatriates adapt to the cultural values of where they are located

Forces for Change (cont.)

- Demographic and social forces: Changes in the composition of the workforce and the increasing diversity of employees has presented many challenges for organizations
 - Increased need to manage diversity

Forces for Change (cont.)

- Ethical forces: Government, political, and social demands for more responsible corporate behavior
 - Creation of ethics officer position
 - Encourage employees to report unethical behaviors