

ORGANIZATIONAL BEHAVIOUR, MB 201, MBA –II Semester,
Topic: Approaches/Models to Managing Organisational Change

Dr. Faryas Kausar Ansari

Visiting Faculty

Dept. of Management

MMHA&P University, Patna

Approaches/Models to Managing Organisational Change

For most people, change is not easy. Even when we know things could be better, we get a certain comfort from a familiar setting, familiar people and familiar ways of doing things. Because of this, change is most likely to succeed when managers follow a well-thought-out path to implement it. The following models show which type of strategy can be utilized to increase the effectiveness of change strategies.

- I. Lewin's Change Model Nadler's Organizational Model.
- II. Nadler's Organisational Model.
- III. A Contingency Model of Analyzing Change

Lewin's Change Model: Kurt Lewin a social psychologist, noted for his work in organizational theory, developed a model of the change process that has stood the test of time and continues to influence the way organizations manage planned change. Lewin's model is based on the idea of force field analysis.

Lewin proposed the three-step model as shown in the figure below.



Steps in the Change Process:

1. **Unfreezing:** The process begins with unfreezing which is a crucial first hurdle in the change process. 'Unfreezing' means melting resistance to change; the people who will be affected by the change come to accept the need for it. People tend to resist change because it increases anxiety and stress, and it may threaten their self-interest. Unfreezing involves encouraging individuals to discard old behaviours by shaking up the equilibrium state that maintains the status quo. Unfreezing on the part of individuals is an acceptance that change needs to occur. Resistance to change "melts" when events or information-customer complaints, mounting losses, an accident- causes people to conclude that the status quo is unacceptable and that change is worth the effort. In essence, individuals surrender by allowing the boundaries of their status quo to be opened in preparation for change.

2. **Change or moving:** If unfreezing succeeds, people want to make a change, but they still need to see a path to a better state. In the moving stage, new attitudes, values and behaviours are substituted for old ones. Organizations accomplish moving by initiating new options and explaining the rationale for the change, as well as by providing training to help employees develop the new skills needed.

The transformation stage requires altering one or more characteristics of the work setting:

- The structure and systems of the organization;
- Social factors - characteristics of employees, the way they interact the organizational culture;
- The organization's technology and/or
- The physical setting.

The implication is that changes in the work setting will lead to changes in individual behaviour, which in turn will improve the organization's outcomes.

3. **Refreezing:** For the change to endure, it must be reinforced as part of a new system. Lewin calls this step 'refreezing'. Refreezing is the final step in the change process. In this step, new attitudes, values and behaviours are established as the new status quo. In some cases, the people affected by the change will clearly benefit from it. The resulting benefits will themselves reinforce the change. In other cases, the manager needs to take an active role in reinforcing the change. The new ways of operating should be cemented and reinforced. Managers should ensure that the

organizational culture and formal reward system encourage the new behaviours and avoid rewarding the old ways of operating.