Learning Objectives for Chapter Two

• To compare the different Planned Change Models
• To introduce a General Model of Planned Change
• To discuss the different types of Planned Change
• To discuss several problems with Planned Change
Lewin’s Change Model

Unfreezing

Movement

Refreezing
Lewin’s Change Model

Unfreezing
• This step involves reducing those forces maintaining the organisation’s behaviour at its present level.

Movement
• This step shifts the behaviour of the organisation to a new level.

Refreezing
• This step stabilizes the organisation at a new state of equilibrium.
**Action Research Model**

1. **Problem Identification**
   - Consultation with a behavioral scientist
   - Data gathering & preliminary diagnosis
   - Feedback to Client

2. **Joint diagnosis**

3. **Joint action planning**

4. **Action**

5. **Data gathering after action**
Action Research Model

1) Problem Identification:
   • Key executive senses that the organisation has one or more problems

2) Consultation with a behavioural science expert:
   • The OD practitioner and client carefully assess each other

3) Data gathering and preliminary diagnosis:
   • Gather and analyse information to determine the underlying problems.
   • Methods of gathering data include interviews, observations, questionnaires and organisational performance data
4) Feedback to a client or group:
   - The consultant provides the client with all relevant data. This will help determine the strengths and weaknesses of the organisation.

5) Joint diagnosis of the problem:
   - Members discuss the feedback & explore whether they want to work on identified problems.

6) Joint action planning:
   - Here the OD practitioner and client jointly agree on further actions to be taken.
7) Action:
   - This stage involves the actual change from one organisational state to another.
   - It may include installing new methods/procedures, re-organising structures and work design and reinforcing new behaviours.

8) Data gathering after action:
   - Gather data after the action to measure and determine the effects of the action
   - Feed results back to the organisation
Initiate the Inquiry

Inquire into Best Practices

Discover Themes

Envision a Preferred Future

Design and Deliver Ways to Create the Future
Positive Model

1) Initiate the Inquiry:
   • The first phase determines the subject of change
   • It emphasises member involvement to identify the organisational issue they have the most energy to address

2) Inquire into Best Practices:
   • This phase involves gathering information about the “best of what is” in the organisation.
   • Organisation members conduct interviews and tell stories regarding a certain topic.
   • These stories are pulled together to create a pool of information describing the organisation
3) Discover the Themes:
   • In this phase, members examine the stories to identify a set of themes representing the common dimensions of people’s experiences
   • The themes represent the basis for moving from “what is” to “what could be”

4) Envision a Preferred Future:
   • Here members examine the identified themes, challenge the status quo and describe a compelling future.
   • Members collectively visualise the organisation’s future and develop “possibility propositions”
Positive Model

5) Design and Deliver:
• The final phase involves the design and delivery of ways to create the future
• It describes the activities and creates the plans necessary to bring about the vision.
• Members make changes, assess the results and make necessary adjustments as they move the organisation toward the vision and sustain “what will be”
Comparison of Planned Change Models

• **Similarities**
  – Change preceded by diagnosis or preparation
  – Apply behavioral science knowledge
  – Stress involvement of organization members
  – Recognize the role of a consultant

• **Differences**
  – General vs. specific activities
  – Centrality of consultant role
  – Problem-solving vs. social constructionism
General Model of Planned Change

- Entering and Contracting
- Diagnosing
- Planning and Implementing Change
- Evaluating and Institutionalizing Change
1) Entering & Contracting:
- These events help managers decide whether they want to engage further in a planned change programme and commit resources to the process
- Entering involves gathering initial data to understand the problems facing the organisation
- Problems or opportunities are discussed to develop a contract to engage in planned change
- The contract spells out future change activities, the resources and how members will be involved
2) Diagnosing:

- Here the client system is carefully studied.
- Diagnosis can focus on understanding organisational problems or on stories about the organisations’ positive attributes.
- The process includes choosing an appropriate model for gathering, analysing and feeding back information to managers about the problems/opportunities that exist.
- Diagnostic models can be used to explore organisation issues; group-level issues and individual-level issues.
General Model of Planned Change

3) Planning & Implementing Change

• Organisation members and practitioners jointly plan and implement OD interventions.

There are 4 major types of OD Interventions:

• **Human process** interventions at the individual, group and organisational level

• **Techno-structural** interventions that modify an organisation's structure and technology

• **Human resource management** interventions that seek to improve member performance and wellness

• **Strategic change** interventions that involve managing the organisation’s relationship to its external environment
4) Evaluating and Institutionalizing Change

- This stage involves evaluating the effects of the intervention and
- Managing the institutionalization of successful change programs so they persist
- Feedback to members provides information about whether the changes should be continued, modified or suspended.
- Institutionalizing successful changes involves reinforcing them through feedback, rewards and training.
Different Types of Planned Change

• Magnitude of Change
  – Incremental
  – Quantum

• Degree of Organization
  – Overorganized
  – Underorganized

• Domestic vs. International Settings
Critique of Planned Change

Conceptualization of Planned Change

• Information about the causal mechanisms that produce individual change is lacking
• Knowledge about how the stages of planned change differ across situations is deficient
• Planned change has a more chaotic quality, often involving shifting goals, discontinuous activities, surprising events and unexpected combinations of changes
• The relationship between planned change and organisational performance and effectiveness is not well understood.
Practice of Planned Change

- There is great concern about the qualifications and activities of OD practitioners
- Planned change is a long-term process involving considerable innovation and learning on-site
- Quick fixes from experts have trouble gaining organisational support and commitment and seldom produce positive results
- Organisations have not recognised the systemic nature of change