Organization Development and Change

Chapter Two:
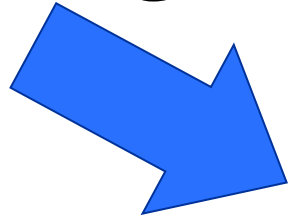## The Nature of Planned Change

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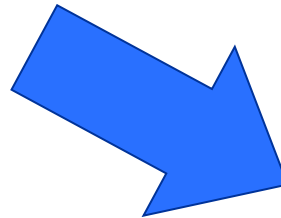
Learning Objectives
for Chapter Two

- 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.
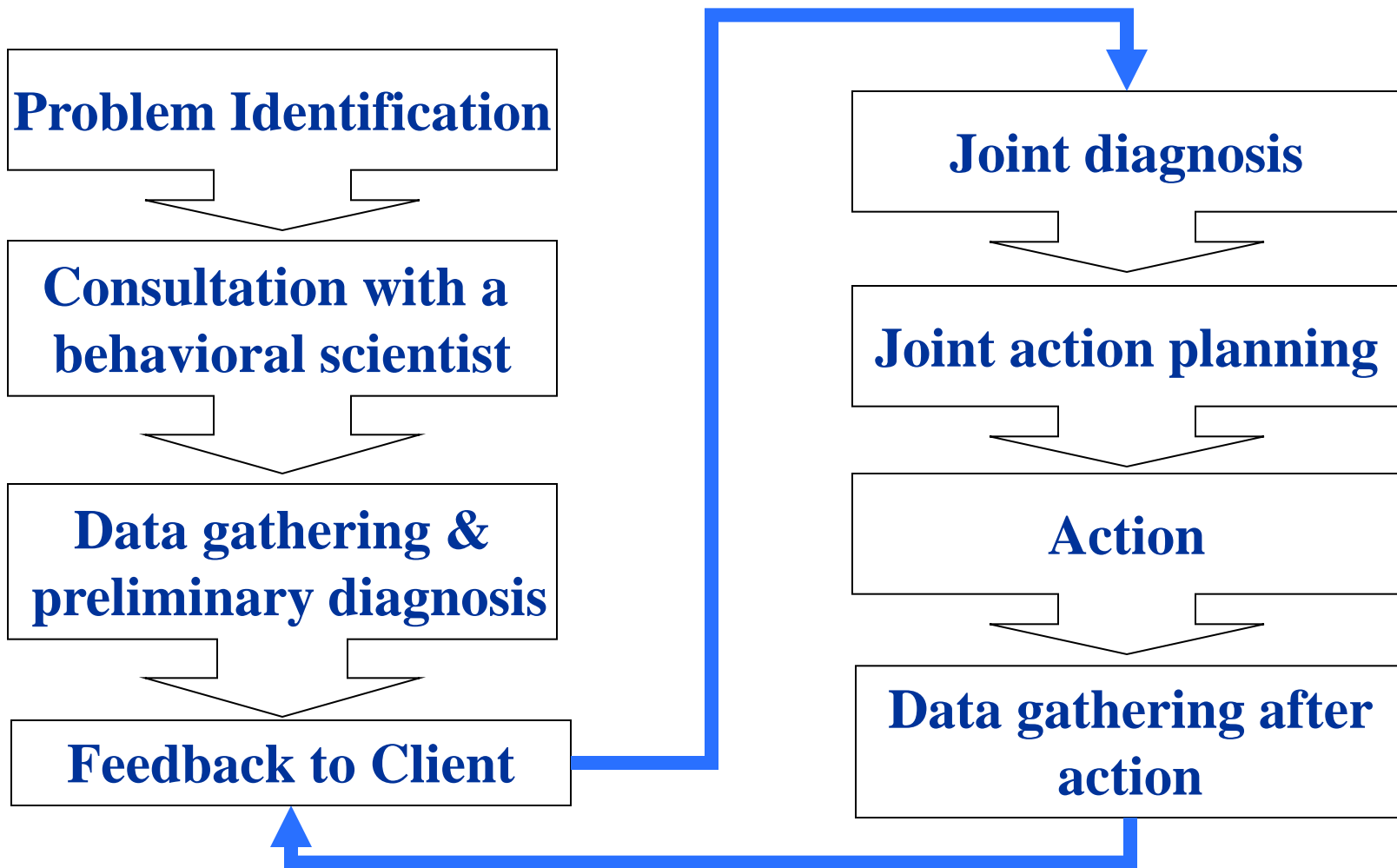
Movement

- 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

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Problem Identification  →  Joint diagnosis
        ↓                        ↓
Consultation with a        Joint action planning
behavioral scientist             ↓
        ↓                     Action
Data gathering &                 ↓
preliminary diagnosis      Data gathering after
        ↓                       action
Feedback to Client
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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

Action Research Model

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.
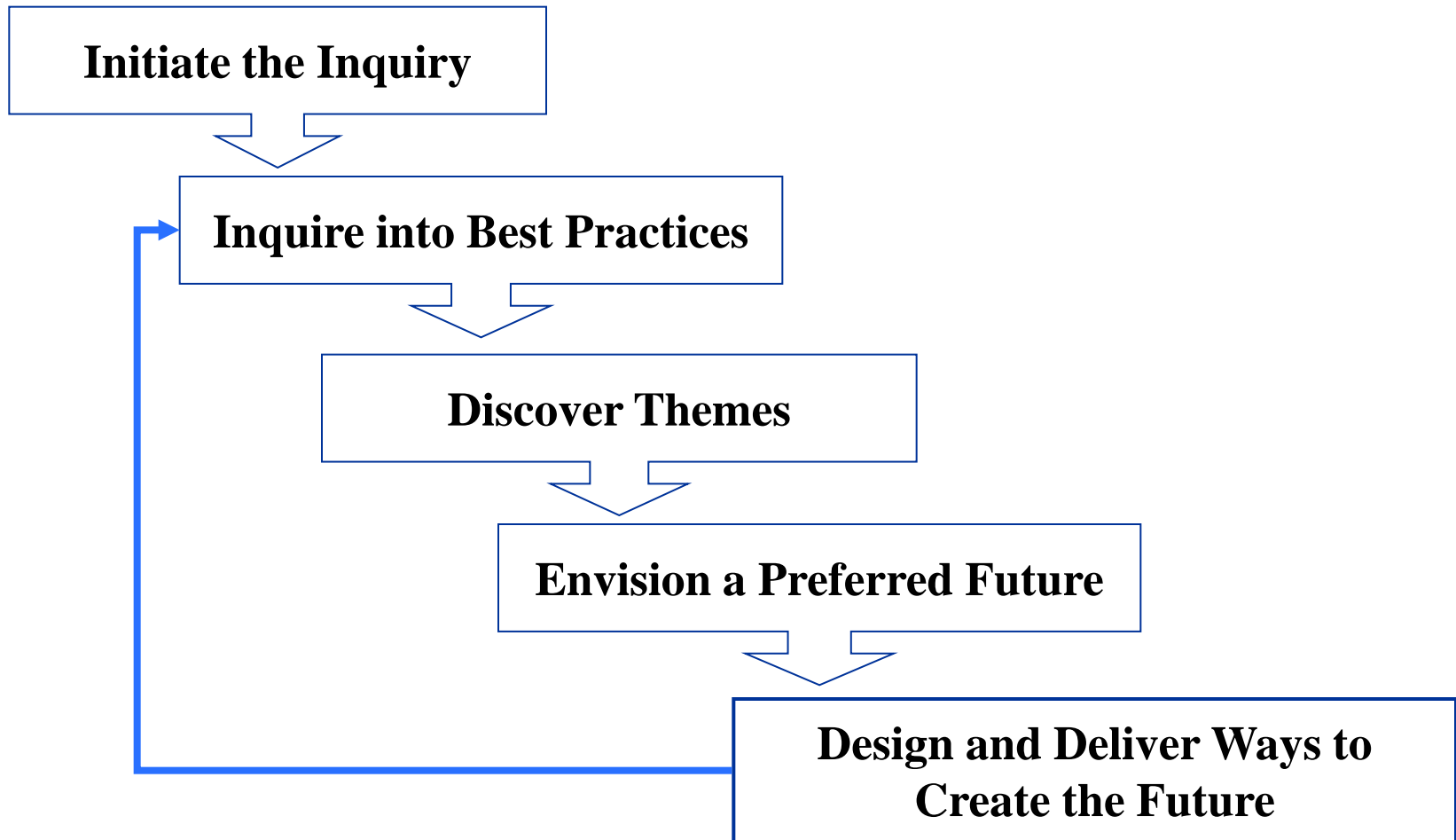
Action Research Model

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

Positive Model

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┌─────────────────────────┐
│  Initiate the Inquiry   │
└─────────────────────────┘
              │
              ▼
    ┌─────────────────────────────┐
    │  Inquire into Best Practices │
    └─────────────────────────────┘
                  │
                  ▼
        ┌─────────────────────────┐
        │     Discover Themes     │
        └─────────────────────────┘
                      │
                      ▼
            ┌───────────────────────────┐
            │ Envision a Preferred Future│
            └───────────────────────────┘
                          │
                          ▼
                ┌─────────────────────────────┐
                │  Design and Deliver Ways to  │
                │     Create the Future        │
                └─────────────────────────────┘
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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

Positive Model

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"
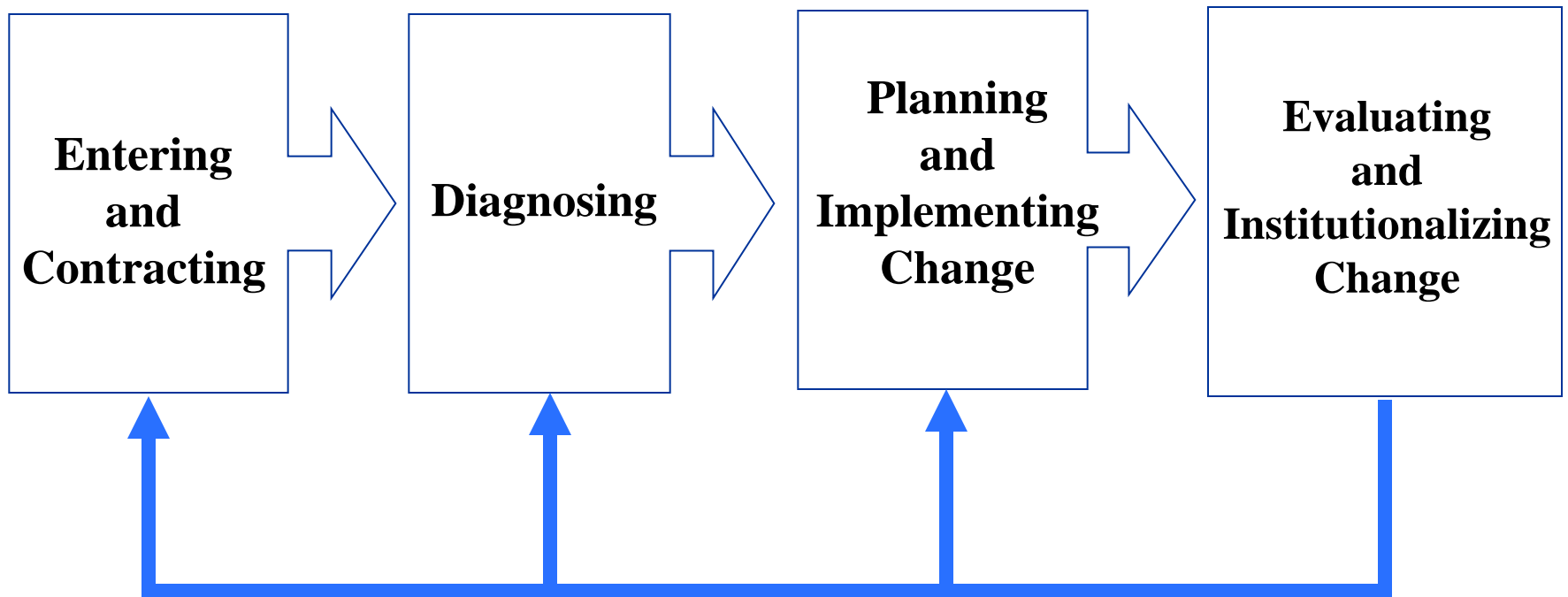
Comparison of Planned Change Models

- 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 |

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General Model of Planned 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

General Model of Planned Change

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

General Model of Planned Change

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.

Critique of Planned Change

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