ORIGINAL ARTICLE

STUDY OF CHANGE MANAGEMENT

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Abstract:

The paper seeks to presents brief overview of change and its management. We provide the forces for change, reasons for its resistance and various change management strategies. We also give certain examples of Indian companies' management of change. The management of change is very important in the modern day organizations. Every organization must learn from the best practice of change management at other esteemed companies. Every change must be accompanied with a clear vision and this must be communicated in a clear manner

KEYWORDS:

Change, Resistance, Management, Indian companies.

INTRODUCTION:

Change is part and parcel of life. Therefore organization must be adaptive to the entire dynamics of changes that took place. Change is defined to moving away from the state of rest. Prosci's definition of change management: Change management is the application of a structured process and set of tools for leading the people side of change to achieve a desired outcome. This transformation includes a sequence of phases: recognizing the need for change, creating new vision and then institutionalizing the change (Tichy and Devanna, 1990)

REASONS FOR CHANGES

The process of change is continuous nature. The following are the reasons for change:

1.Technological changes: technology is changing in very fast manner. Earlier we are having computers, now we are having laptops. Similarly organization have to adopt to it
2.Political changes: the vision of political party towards business also affects the organization. When a political parties changes, the vision towards business party also changes. Therefore organization must also prepare for that change
3.Competitive change : if any competition changes its strategy, then the organizations have to move along the line with competitor to survive the strategic edge
4.Change of management: when a new CEO comes into the organization, it can affect the whole organization. The style of working of the whole organization changes
5.Legislative changes: when law relating to the business changes, the organization has no option, but to move in the lone with legislative changes.
6.Change in expectation of workforce: Workforces are concerning about satisfying their social and self actualization needs. Therefore organization has to move in the line of those expectations.
7.Globalization : Globalization and liberalization itself leads to many changes in the organization

8.Domino effect : when changes comes in one aspect, it automatically brings changes in the whole organization

RESISTANCE TO CHANGE

The study of change management is important due to the fact that change is resisted by employees due to following reasons:

1.Fear of economic loss :   the perception that changer will bring the temporary or permanent loss of workload and thereby job
2.Obsolescence of skills: The old skills need to perform the job in old fashioned way is not required to perform the changed job. These old skills acquired by the employee is not needed
3.Loss of power : it might be possible that change will affect the present power position of an employee or managers
4.Fear of unknown; it is not clear in the mind of the employees that what will change brought up to them. This also brought anxiety in employees
5.Status q: the present positions and circumstances are habitual and comfortable for the employee. They does not want to disturb that state of equilibrium
6.Change in social relations : it might be possible that change will bring some changes in interpersonal relations which may not be liked by the employees

CHANGE MANAGEMENT

Every organization faces change and resistance to change. Therefore, there is a need for managing that change. The following are the ways for managing changes in any organizartions

1.Communications : The need for change and its befits to the organization is communicated throughout the employees
2.Education and Training: the new skills are imparted through education and training of the employees. This will reduce the resistance levels of employees
3.Use of change agent : The persons either in the organizations or outside the organizations are assigned with the job of persuading and motivating the forces towards change
4.Use of group dynamics: Sometimes employees resist change because of adherence to the group norms. Therefore, there is a need to put forces towards changes in the group
5.Manipulation : Top management only disclose favorable information of the change and conceal undesirable information so that resistance to change is reduced
6.Cooptation: The influential person who is resisting changes are indentified and then rewarded in consideration for acceptance of change. Although, it seem to be quite unethical
7.Participation: the people resisting changes are called for participation in the building of framework of the change. It will be difficult to resist change, on which they, themselves are involved
8.Removal of fears : At Infosys, for instance, when a senior Board member resigned recently and a new chairman was announced, the company had a project management team - with representatives from different lines of business - on stand-by to quell any unfounded rumors.

Some instances of change management at Indian companies

1.KPMG :   Behavioral Change Management   at KPMG Includes accelerating the successful implementation of change by developing strategies like Change readiness assessment, Vision and case for change, Top team alignment, Engaging stakeholders, HR and resource alignment, Sustaining change, Communications, Change program management that deal with the impact on people created by changes to strategy, structure, processes and technology.
2.CRITI : Some of the techniques recommended by Criti   are Organizational change management processes include techniques for creating a change management strategy (readiness assessments), engaging senior managers as change leaders (sponsorship), building awareness of the need for change (communications), developing skills and knowledge to support the change (education and training), helping employees move through the transition (coaching by managers and supervisors), and methods to sustain the change (measurement systems, rewards and reinforcement).
3.Tata Motors : Planning the change at TATA MOTORS includes Create Urgency, Form a Powerful Coalition, Create a Vision for Change, Communicate the Vision, Remove Obstacles, Create Short-term

Wins, Build on the Change and Anchor the Changes in Corporate Culture

CONCLUSIONS

The management of change is very important in the modern day organizations. Every organization must learn from the best practice of change management at other esteemed companies. Every change must be accompanied with a clear vision and this must be communicated in a clear manner

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