

# Organizational Change (c5)

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# Two views of change process

- **The Calm Waters Metaphor**

- Lewin's description of the change process as a **break** in the organization's equilibrium state.
  - ***Unfreezing*** the status quo
  - ***Changing*** to a new state
  - ***Refreezing*** to make the change permanent

- **White-Water Rapids Metaphor**

- The lack of environmental stability and predictability requires that managers and organizations **continually** adapt (manage change actively) to survive.



# What is Organizational Change?

Organizational Change - any alterations in the **structure, technology, or people** of an organization.

- Characteristics of Change

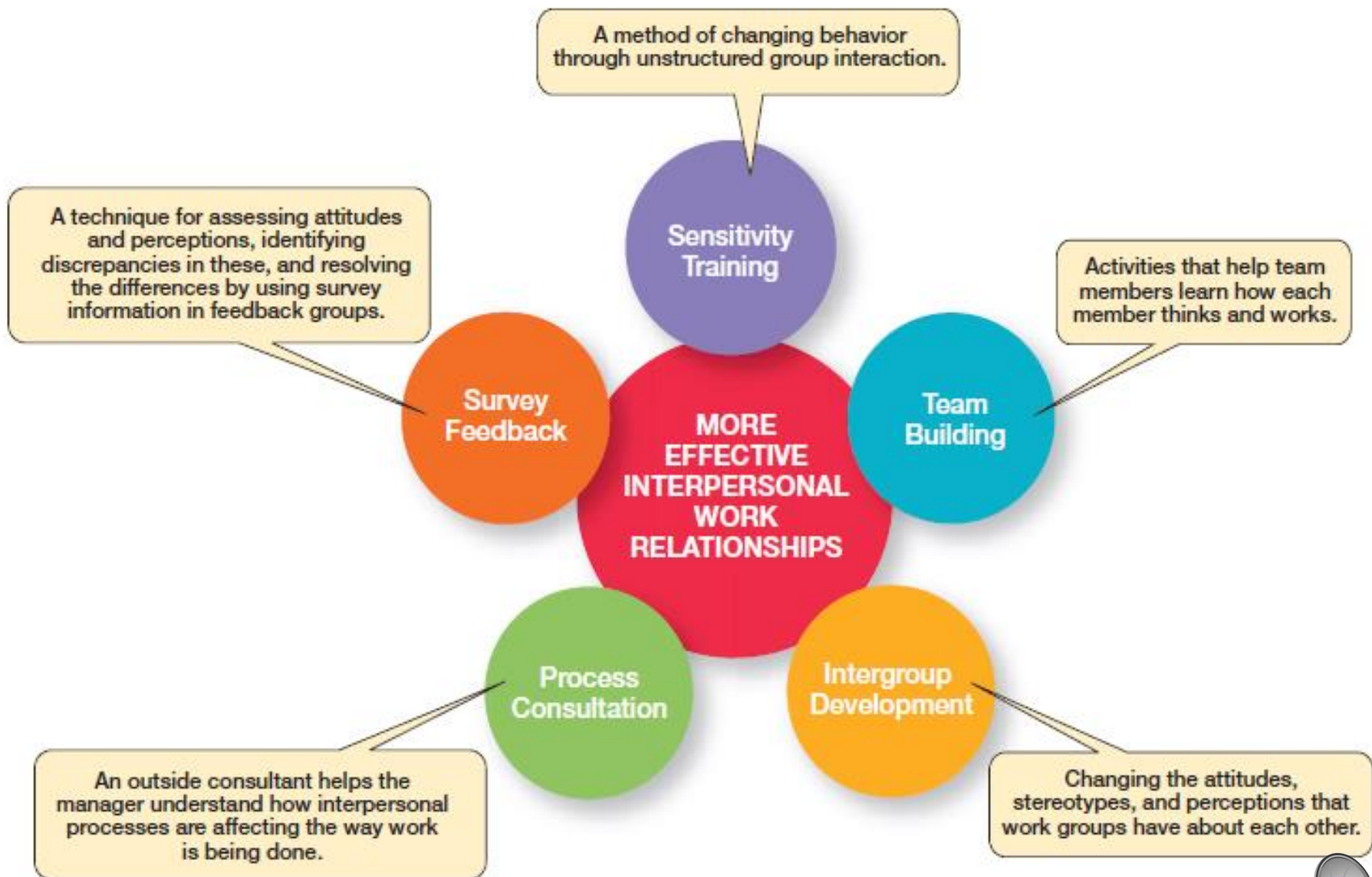
- Is **constant** yet varies in degree and direction

- Produces **uncertainty** yet is not completely unpredictable

- Creates **both** threats and opportunities



# Exhibit 7-4: Popular OD Techniques



# Exhibit 7.1: Forces for Change

- **External** Forces

- Changing **consumer** needs and wants
- New government **laws**
- Changing **technology**
- **Economic** changes

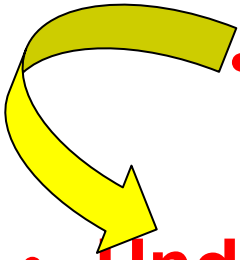
- **Internal** Forces

- New organizational **strategy**
- Change in composition of **workforce**
- New **equipment**
- Changing employee **attitudes**



# Leader's role in managing resistance to change

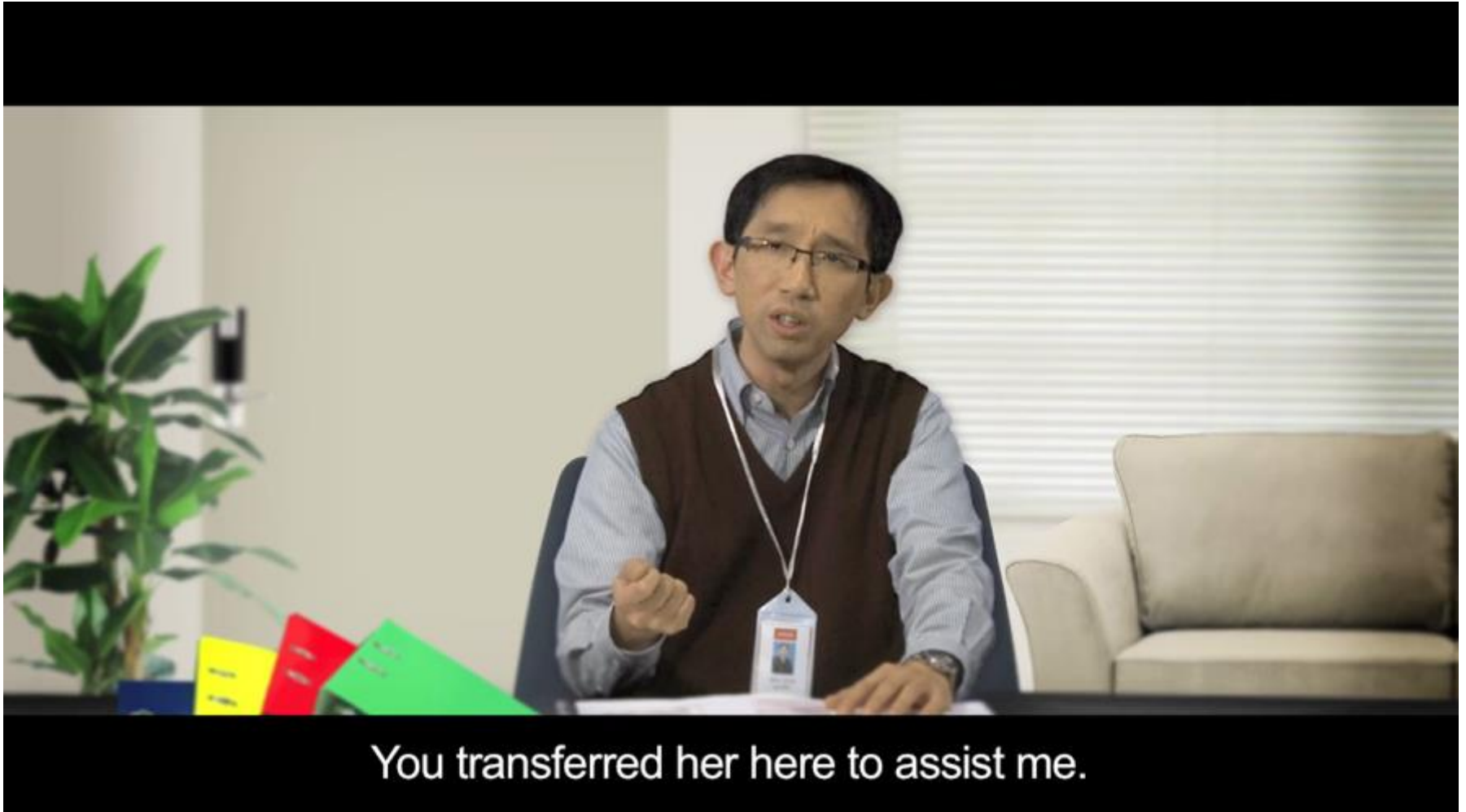
- Change is uncomfortable
- People will always resist change
- **Empathy** and **communication** are two keys to success in leading change



- **Understand why people resist change**
  - The **ambiguity** and **uncertainty** that change introduces
  - The **comfort** of old habits
  - A concern over personal **loss** of status, money, authority, friendships, and personal convenience
  - The **perception** that change is **incompatible** with the goals and interest of the organization



# Who's next?



Click the above image to watch the video

