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### Conceptual Model for Effective Change Management

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**Abstract:** *Changes in organizations are common in today's dynamic world. Changes can be planned or accidental. The change activities that are intentional and goal oriented leads to planned change whereas accidental change happens all of a sudden. Organizational change is often stimulated by major external forces. The paper suggests three step change management process i.e. prepare to change, build change capacity, and change implementation for effective change management. If change management is effective it will result in positive outcomes both in terms of productive and behavioral aspects which will benefit the organization to sustain and grow in this competitive world.*

**Keywords:** *Change management; change capacity; change implementation.*

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#### I. Introduction

In the present era, organizations are running in highly dynamic environment. They should update themselves in order to sustain in competitive world. This process requires many changes to be made. Typically, organizations undertake technical, structural or strategic shifts in the organization to evolve to a different level in their life cycle. Many organizations are implementing major changes in the way they do business in response to growing international competition, a significantly changing workforce, increasingly complex and changing work environments, and other pressures. As organizations strive to maintain their competitive edge, they are reorganizing, downsizing and implementing new technology. Ultimately, new and additional job demands are placed on individuals within these organizations. These changes are inevitable in today's work environment. Also inevitable is the fact that employees must adapt to these constantly changing environments in order to survive and prosper. But the problem is they resist change and it is not an easy task to implement change smoothly in the organization.

Change management is a set of processes employed to ensure that significant changes are implemented in a controlled and systematic manner. The goals of change management encompass the alignment of people and culture with strategic shifts in the organization, overcome resistance to change in order to increase engagement and the achievement of the organization's goal for effective transformation. A comprehensive change management strategy should lead to the desired objectives and create a sense of ownership, enable sustained and measurable improvement and build capability to respond to future change.

#### II. Conceptual Framework of Change Management

Conner Partners defined change Management as “*the orchestration of change in a way that identifies and addresses the human risks involved in implementing change. This strengthens the individual and organizational ability to handle change well and increases the chances that the change will be put successfully into practice*”.

#### III. Literature Review

Organizational change continues to occur at a high rate in modern organizations. Accordingly, organizational change is defined as alterations of existing work routines and strategies that affect whole organization [5]. Companies in every industry are increasingly challenged to both respond to and anticipate continuously changing competitive, market, technological, economic, and social conditions to the point where change is described as the "new normal" [2]. [1] stated that an abundance of research has attempted to explain the principles of organizational change; how to manage it, the success rates of change efforts in the organization are disappointing. However, in many cases, sometimes estimated to be as many as 50 percent of all changes, organizational change has failed to deliver expected results and/or meet intended objectives [5].

### **Change Drivers:**

Changes in the organizations occur due to the affect of drivers. The major drivers of the change fell into two categories: external drivers (Customer requirements, Demand from other stakeholders, such as the Government, Regulatory demand, Market competition and Shareholders) and internal drivers (Improving operational efficiency, Need to improve the quality of products and services and Process improvement) of change [8].

### **Reasons for Resistance to Change:**

Why is change so difficult? Organizations possess a powerful immune system that defends the status quo and resists change. Reasons for resistance to change are numerous, including individual attitudes toward change, fear of the unknown, disruption of routine, conflict with current culture, fear of failure, lack of reward for change, loss of status, control, power, or security, and so on [1].

### **Change Readiness:**

Change readiness is seen as fundamental to the successful management of change, given the constant state of flux in the business environment, some observers have suggested that a focus on facilitating continuous change readiness rather than on implementing and managing specific change efforts might be more productive [2].

[3] defines change readiness as “a mental state that typically focuses on the extent to which organizational members' beliefs, attitudes, and intentions reflect and recognize the need for a particular change at a specific point in time”. Project management includes the activities of planning, communication, establishing targets and learning from the change [8].

### **Preparing to Change:**

Leadership has a key role to play, both in setting direction, inspiring change throughout the organization and ensuring that change is implemented [8]. Managing change also has its softer side. People are the essential contributor to successful change, and managing change within the culture of an organization is important. Employees who have positive experience in previous changes will take high risk and inversely aged employees show less interest to move towards change [6]. Prior empirical studies have confirmed the assertion that employees' attitudinal and behavioral reactions to change play a major role in its success. For instance, researchers have found that individual employees' change-related attitudes and behaviors are related to post change organizational performance [9] and their work performance following change [7].

### **Employee Commitment:**

Employees' commitment to change—defined as “a force (mind-set) that binds an individual to a course of action deemed necessary for the successful implementation of a change initiative” [4] has received increasing attention as an important antecedent of change-related organizational outcomes [4]. According to [4] conceptualization, two types of commitment to change affect discretionary change behaviors: normative commitment to change, defined as support for change stemming from employees' sense of obligation to their organization, and affective commitment to change, defined as a desire to support change based on beliefs about the benefits it brings. According to [5] two types of resources jointly enable both commitments of employees to the implementation of organizational change. The first resource is organizational inducements, defined as valued outcomes—both intangibly developmental and tangibly materialistic—employees receive from their organization in exchange for the contributions they make to organizational performance and the second source is employee psychological resilience— an individual difference, defined as a “traitlike” (i.e., stable) ability to bounce back from adversity and hardship and to flexibly adapt to shifting demands.

### **Change Capacity:**

Change capacity, a broader concept than change readiness, requires a much more extensive set of interventions. *Change capacity* — the ability of an organization to change not just once, but as a normal response to changes in its environment. According to [2] building change capacity requires interventions focused on organizational members (enhancing willingness and ability to change), structure (creating a change supportive infrastructure), and culture (building a facilitative culture).

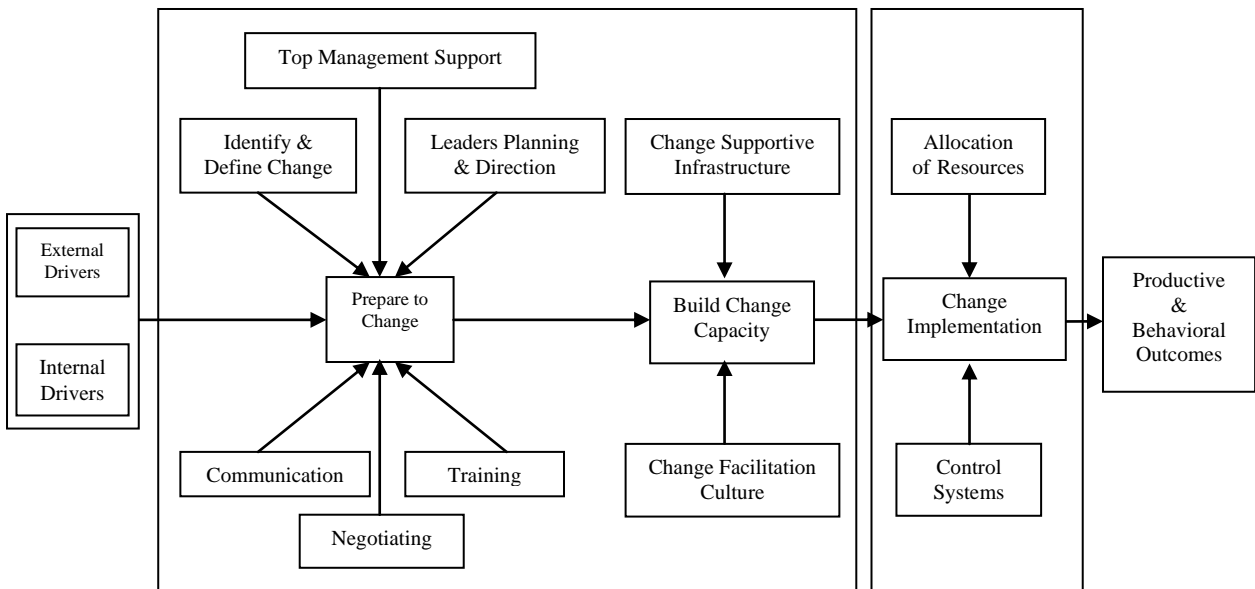
### **Change Implementation:**

Implementing change should be process centered approach and to make it effective clear allocation of resources and targets with efficient control systems are needed [8].

## **IV. Conceptual Model of Change Management**

Based on literature review a conceptual model of change management is presented. Different elements are postulated in the model – Drivers for change, Preparing to change, Building change capacity, Implementing change and Change outcomes. Changes are triggered by external and internal drivers which are inevitable for the organizations. To ensure that an organization can bring in change effectively, it is vital that it has to thoroughly prepare for change, build change capacity and implement the change smoothly as planned which finally will result in positive outcomes for the organization.

Figure: 1 Conceptual Model of Change Management



**Change Drivers:**

These are the root causes for change. The internal drivers are considered to be a manifestation of external drivers for change. For example, if customers are becoming more demanding then, internally, there will be a need to improve the quality of products and services, or improve the innovation process. Organizations are driven to change due to external, strategic drivers. In general the factors that influence change are two types i.e. internal and external. Internal factors comprise of new organizational goals, new leadership, values, norms, new production processes etc. whereas external factors include government actions, political, socio-cultural, competition, new technologies etc.

**Prepare to Change:**

Preparing for change requires identifying and defining change, leaders planning and direction, continuous support from top management, communication, negotiating and training. Leaders should identify and define the change i.e. should know how to implement and benefits in metrics from change. This should be communicated to all the level of employees. With proper communication and negotiation, employees can be convinced of the change. In order to prepare the employees to the changed environment which demands a new skill set, training has to be provided to employees that will impart necessary skills and the employees will be geared up for the change.

**Build Change Capacity:**

Organizations should face changes in a continuous manner. Changes will not be determined in advance but we can anticipate. It will be very much required to create readiness to current change as well as build change capacity. To build change capacity, organizations have to focus on change supportive infrastructure, change facilitation culture, and improve the willingness and ability of employees towards change by rewarding their efforts.

**Change Implementation:**

Implementing change as a process requires allocation of resources and control systems. To ensure that given targets are accomplished by utilizing resources optimally the control systems help. The key links between the strategic objectives and operational improvement are through the core processes, which need to be understood, measured and improved. If the links are broken, then the change is largely ineffective.

**Change Outcomes:**

The effect of change in the organization can be witnessed in both productive and behavioral aspects. If the implementation of change is successful then productive outcomes like, in time project completion, efficient service offerings, project quality improvement, etc. and behavioral outcomes like, increase in employee satisfaction, employee turnover reduction, more employee engagement, etc will be experienced by the organization. This will facilitate the organizations to run effectively and get competitive advantage.

## V. Conclusion

We live in a world where change has become more a rule than an exception but the success rate in implementing is not up to the mark. This calls for effective change management in organizations which will enable them to sustain and prosper in the competitive world. For change management to be successful, organizations have to prepare thoroughly for change, build change capacity and implement the change smoothly through appropriate systems and controls. Effective change management will increase the stamina of the organization to steer through the fierce competition and achieve its goals.

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