

**UNDERSTANDING KNOWLEDGE OF CHANGE
MANAGEMENT**

SAMPLE

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Introduction

Change management refers to the certain changes, made to the organisations in order to increase the capital, hold a better position in the market, increase the productivity and quality of the product, hike the profit etc. This kind of change can be made in the system, persons, tools etc of an organisation. Every organisation has their own work culture to meet their goal. However, after every certain period, the organisations need to change their management strategies in order to acquire more profit and hold the market of the product for a long time.

1.0 Elaborate description and comparison of the idea of every thought school in changing management (LO 1.1)

Rowe Furniture Corporation of Salem, Virginia, had a different school of thought before a new manufacturing chief Charlene Pedrolie came. The company delivered their product to the customers in maximum six months. The modern customers do not want to wait too long for their product (Barnard and Stoll, 2010, p.319). In the past, the manager of the company had all the responsibilities and the workers were bound to follow the rules of the manager. The management needed to change such steps in order to hold the market again. For this purpose, the unfreezing and transition steps of Kurt Lewin theory should be followed.

On the other hand, the management of Technocom (TC) put their focus on the technological progress of their company. In this way, the quality of the product was sacrificed. They were losing their previous hold on the market and the customers. The consultants advised the management of the company to make a certain change to the management of the company so that the quality of the product can increase. The management needs to follow the eight model theory of John Kotter to bring the change.

1.1 Change in the structure of the organisation

According to Todnem By, (2010, p.260), an organisation must change its structure while changing the management as the structure determine the productivity of an organisation. In Rowe Furniture Corporation, a change had been made in the structure of the company by reducing the powers of the higher authorities at the workplace because the workers had a better

knowledge about the production system. If the workers decided to take any necessary step or needed any raw special kind of raw material they informed the junior managers first. Then the decision was informed to the senior managers who would give permission after discussion with the higher authority. In this case the transition step of Kurt Lewin theory was maintained as the necessary steps for the change were taken properly.

On the other hand, in Technocom, the junior managers were trained by the workshops. Then they gave training to the workers and collected feedback from them. They informed the senior managers about the feedback so that the organisation could take the necessary decision for the betterment of the organisation. In this case, the fifth model of John Kotter theory was followed as the leaders of the organisation hired the experienced consultants in remove the obstacles as early as possible to deliver their quality products on time.

1.2 Change in the technology of the organisation

In the past, the five hundred workers of Rowe Furniture Corporation were supposed to wait at a particular place for the arrival of the completely produced furniture. After the change in the management, they wandered from one place to another in order to collect the produced parts of the furniture so that the final production can be made easily. Here, the freezing step of Kurt Lewis theory was properly followed as all the workers maintained the new built rules seriously and worked according to those rules.

In Technocom, the managers were getting training in the workshops, organised by the consultancies so that they can train the workers who were under them. In these workshops, the managers were trained about how to increase the productivity and the quality of the product. This was a changed technology of the company for a better position in the market (Xiongwei, 2009, p.712). However, the seventh and eighth steps of John Kotter's theory were not properly followed as there were no such strong rules for the leaders to do their assigned works.

1.3 Changing the people in the organisation

In the case of Rowe Furniture Corporation, the new manufacturing chief turned down too many authoritative posts on the shop floor and gave the workers enough freedom to execute their innovative plan to increase the production. The employees were made to work in small groups like "cells". Each cell had their leader to fix the proper schedule and work plan in order to achieve a particular work target. Proper training was given to the workers so that they could do multitasking at a time. According to Liebhart and Garcia-Lorenzo (2010, p.220), these actions help in improving the competency of the workers of an organisation. In this case, the transition and freezing steps of Kurt Lewin theory were properly maintained as the required steps were taken and also maintained as the new built norm.

In Technocom, the workers were given the opportunity to give their feedback about the necessary improvement of the organisation. Then the collected feedback was passed from the junior managers to the senior managers and lastly, to the owners. However in this case, the second, third, fourth models were not properly followed as the leaders did not take the opinions of the employees or consult with them regarding the change.

2.0 The detail description and comparison of the contribution of each thought school in changing the people in an organisation (LO 1.2)

2.1 The change of the self

Before changing the whole management of an organisation, the change in the self is most important unless the whole change cannot be possible (Todnem By, 2005, p.370). Rowe Furniture Corporation and Technocom, both the companies instructed their workers to work on own selves. It helped every individual to understand the proper situation of the organisation and his or her own situation into it. After realising the situations from a different perspective the managers or employees could adapt the idea of change and necessity of it. In this way, the changing of the management has become fruitful to both the companies. Rowe Furniture Corporation cooperated with the new manufacturing manager in order to bring the change in the

whole organisation and also followed the Kurt Lewin theory consecutively. However, Technocom did not follow John Kotter theory properly and moreover, the organisation relaxed the rules and regulation for the leaders. As a result, the change did not take place as it was expected.

2.2 The change in the team members

Samuel (2013, p.16) stated that teamwork is the key to the success of every organisation. After the change of the management, Rowe Furniture Corporation and Technocom, both gave every employee to express himself or herself freely in order to contribute to the progression of the whole organisation. In a team, every member had the right to make a stand for or against the decision, took by the team leader. The members of a team worked together to achieve the work target instead of working for personal gain. Each employee of those companies had a commitment to their organisations. Rowe Furniture Corporation along with all the employees seriously maintained the Kurt Lewin theory. In Technocom, the employees were expected to follow the rules and regulations but the managers were exempted to do their assigned works to bring the change in the management.

2.3 The required change in the organisation

The higher authorities of both Rowe Furniture Corporation and Technocom at first pointed out the flaws of their organisation and then started to work on those flaws. An organisation is not about the authorities of the organisation but the collective members of the organisation (Pryor *et al.* 2008, p.7). The higher authorities of those above-mentioned companies arranged a feedback session to know the real reasons behind the previous failures from the ground level staff as they often knew the actual reason that the higher authority might not know. The organisation should set their goal for a short period and inform all the employees about that so that they can work enthusiastically to achieve the goal. By following this strategy, Rowe Furniture Corporation and Technocom also successfully execute the changing in the management. However, Rowe Furniture Corporation properly followed each step of Kurt Lewin theory in order to bring the idea of change, take necessary actions and maintain the change as new norm. On the other hand,

Technocom did not follow each and every consecutive steps of John Kotter theory and there were loopholes in the rules for the leaders. As a result, the change management did not properly work for them.

3.0 Different factors of each thought school those contribute in changing the management (LO 1.3)

3.1 Take the help of the planned and reactive change

Rowe Furniture Corporation and Technocom both the companies decided to work on certain specific factors for changing management such as invention of new techniques, excellent relationship with the shareholders, unity among the members, creating a friendly relationship between the employers and employees. It helps in fair exchange of information can happen for the improvement of the situation of the respective organisations etc. According to Pieterse *et al.* (2012, p.811), planned change refers to the change of any organisation, made long time ago and reactive change refers to the sudden changes, took only after occurring any event like major loss etc. Rowe Furniture Corporation applied the planned change as before as they did not any trouble regarding their productivity. On the other hand, Technocom applied reactive change as they faced a sudden loss due to the fall in the quality of their product. If the companies meet any repeated loss due to the planned change and recently meet any huge financial disaster, then the companies have to undertake any both the change strategies.

3.2 Delay those factors

Rowe Furniture Corporation previously applied the reactive change in their organisation but faced a huge financial disaster. For this reason, they planned to undertake the planned change in order to be secured about the sum of the profit. On the other hand, Technocom maintained the progression of their technology but did not put any importance on the quality of their product. As a result, they faced financial loss. For this reason, they decided to make a change in their strategy and applied the reactive change in their management.

Part Two: Discussion about the concept of changing management

4.0 Reasons behind changing the management (LO 2.1)

4.1 The change in people

The reason behind the change in people in Rowe Furniture Corporation is the less engagement of the employee at all levels of the organisation. The thought process and working style of the employee do not meet the requirements of the customers as they follow the traditional process. For the implementation of new technology, the employee needs to change their attitude and behaviour.

In Technocom (TC) the employee needs to change their points of views to establish strong leadership behaviour as well as to maintain excellent customer relationship and powerful teamwork.

4.2 The change in the system

The change in the Rowe Furniture Corporation is required to develop the delivery system as per customer's requirement and the change will allow the system to deliver the furniture within one month. Another reason for the change in the system is the introduction of the modern production process that re-establishes the market position of the organisation (Chen *et al.* 2010, p.10).

The key reason for the change in TC is the introduction of winning culture among the employee to complete the project target. Another reason is that the company wants to redesign the organisational structure and-and teamwork.

5.0 The identification of the strategies of the management to meet the required changes (LO 2.2)

The key strategy that needs to be taken by the Rowe Furniture Corporation for change implementation is the Adaptive strategy in which the management oppose the loss and destruction and to prevent this the authority builds new organisational ethics and transferring an employee from the old one to the new one (Kritsonis, 2005, p.4). This strategy is perfect for this

organisation as it can work under short time and could have resulted in explosive growth of the organisation.

The organisational strategy that followed by TC is the Normative-Reductive strategy that deals with the cultural norms and values of the employee in the company. This strategy includes the beliefs of the employee about their work and culture and the benefits related to them. As the organisation required internal cultural change this particular strategy works best as it establishes a relationship between the formal and informal work culture.

6.0 The necessarily manage mental steps to resist the impact of the change in an organisation (LO 2.3)

6.1 Management steps for individual in an organisation

The manager of Rowe Furniture Corporation employee needs to completely redesign their work ethics and culture. In order to resist this change, the management needs to clarify the benefits of that change in front of the employees. The management needs to explain the logics behind the change.

The managers of TC motivate the individual employee to adapt the change and for this, they list out the key benefits and represent them in front of the employee. After the change implementation, the manager can go for open discussion with the employee and that creates a winning culture in the organisation (Li *et al.* 2006, p.126). In order to prevent the resistance of change, the manager needs to discuss their thoughts with the individual in a management meeting and inform them about the benefits of the cultural change.

6.2 Management steps for team members in an organisation

The managers of Rowe Furniture Corporation needs to introduce the management change in that way that members can link the present system with the traditional work methods and technologies. The management needs to declare some reward on the basis of the performance of each team. The management also could arrange a staff meeting once in a month in which the management compare the performance of each team and motivate them for the next project and the creates a positive impact on the management change.

The team members of TC resist the cultural change in the organisation as they are habituated with their old ethics and values and in order to change this view the managers need to introduce group exercise and open discussion to improve the attitude of the team members towards management change (Lunenburg, 2010, p.7). The managers should introduce an interactive culture among the team members that help them to exchange the thoughts among them to complete the work and in this way, the management may prevent the resistance to change among team members.

6.3 Management steps for the whole organisation

The managerial steps that prevent the resistance in Rowe Furniture Corporation are to redesign the work process and thoughts of an individual employee in the organisation. Moreover, after the change in the delivery process the manager needs to take the feedback of the employee and include their suggestions for future process.

The cultural change in the TC changes the work ethics and values and the manager needs to improve the integrity among the people by means of social interaction that helps the whole organisation to adopt the management change. Moreover, after the change implementation manager needs to allow the exchange of thoughts between organisations so that the organisation is able to apply new innovative ideas in their production and that makes the company popular.

7.0 Possible suggestions for decreasing the impact of the change on the different aspects of an organisation (LO 2.3)

In order to decrease the impacts of organisational change, the Rowe Furniture Corporation needs to apply the change process within a very short period of time before the employee feels insecure with the change implementation. The management needs to achieve the belief through open discussion and team management to eliminate the chance of resistance.

In the TC the management should list out the key cultural problems and represent their losses to the employee and also clarify the benefits of the organisational change that would help the employee to adapt the organisational change. The management needs to explain the logics behind the change implementation and consider the ideas of the employee before implementation of change (Schuler, 2003, p.2007).

8.0 Identify the positive and negative forces in an organisation for the change management (LO 2.4)

8.1 Different forces in individuals

The forces that resist the change in both the companies are the risk of changes, belief in old working process and fear of lack of competence to change. The individual person in the company has their own thoughts and culture that prevent them from responding to change.

In Rowe Furniture Corporation, the forces that resist the employee are less technical knowledge to modern techniques and discrimination among the employee. The employee lacks the skill to transit from one system to another.

In TC the employee feels that the change implementation would threaten their notions and this reason force them to resist the change.

8.2 Forces in the different systems

After the implementation of change, the total system and culture will change in both the organisation, people in the system are feared about the modified working style, and that force them to resist the change (Schuler, 2003, p.2007). Moreover, the change in the system may cause anticipate the loss of status and designations and that also force the system to resist the change.

In Rowe Furniture Corporation the total delivery system is going to restructure that creates some technical and ethical problem that resist the change in the system.

Part Three: Illustrations of the different changing strategies

9.0 Discussion and evaluation the changing strategies with the help of the two selected case studies (LO 3.1)

In the case of Technocom, they put their effort for the betterment of the work culture of their company. The company only had the support of their strong technology. However, they could compensate their financial loss by improving the work culture. In this case eight models of John Kotter theory. This theory refers to eight consecutive steps such as create urgency, forming a powerful impact on people, creating a vision for change, discussing about the change vision, removing obstacles, creating short term wins, build on the changes and confirm the changes as the norms. In Technocom, like the first step, the urgency was automatically created in the company they were repeatedly failing to deliver high quality products on time and within the budget. According to the second step, all the employees of an organisation should be convinced but in this case, the opinions of the employees were not taken. Therefore, the employees did not properly understand the need for change. As a result, the second and third steps were not followed as the managers did not give and discuss any change vision with the employees. The leaders tried to follow the fifth model by hiring the consultants in order to get some useful tips for changing the management. The sixth model was partially followed as it was decided to arrange the workshops by the junior managers and the feedbacks of the employees were supposed to be collected by the senior managers. The idea itself was a short win. However, it did not work properly as the seventh and eighth models were not followed. The changes were not strongly followed by the leaders as there were no such strong rules for them to arrange the workshops and collect the feedbacks.

In Rowe Furniture Corporation, the importance was put on the working ability and responsibility of the workers of the company so that they could increase the productibility with the help of their new assigned responsibility. In this case, the theory of Kurt Lewin is followed. This theory refers to three major stages namely unfreezing, transition and freezing. When the new manufacturing chief, Charlene Pedrolie came to the company, she felt the need to change the work culture in order to get a better productivity to deliver the orders in time and also convinced the managers

along with the workers for this change. This feeling for a required change follows the unfreezing stage where a person feels the need to change a certain thing. After this, following the transition step, she made the necessary actions for change. She turned down some of the powers of the supervisors so that the importance could be put on the workers and they could express their opinions in order to change the work pattern. The workers were also inspired to work more actively than before. The last stage freezing is followed when the changed work culture became the new norm of the company. Thereafter, the authority believed in open information and also allowed every employee to know all the information about the company and took part in it if necessary.

10.0 Evaluation of the changing agents (LO 3.2)

10.1 Analysing the strengths

In Rowe Furniture Corporation, the new manufacturing chief, Charlene Pedrolie acted as the agent in the change management and took necessary steps to increase the profit level and productivity of the company and also inspired the workers to work hard in order to make the delivery of the product within thirty days. She even decreased the target date to ten days. In Technocom, The consultants played the important role as the agents in change management by providing the junior managers proper training about the productivity and maintaining the quality of the product. The junior managers trained the workers from the experience of the training.

10.2 Analysing the limitations

There were also limitations in the changing agents. In Rowe Furniture Corporation, the manufacturing chief was totally new to the company. In that way, she did not have a clear idea about the strength of the company and decided the necessary steps in accordance with the present situation of the company. Likewise, in the case of Technocom, the consultants were also an external factor and they only put importance on the improvement of the work culture of the company. However, discrimination happened, as there were no such rules to involve the senior managers into the process of the betterment of the company.

11.0 Analysis of the two case studies to study impact of contextual factors on the people in an organisation for changing management (LO 3.3)

11.1 The culture of the organisation

The cultural factor is one of the contextual factors that affect both the organisation in change implementation and the key factors are the traditional work culture, traditional believes old management and technical process. The impacts of these cultural factors resist the change in the organisation as the employees are habituated with old ethics and beliefs and they blindly trust on them. Any cultural change in both the organisation have some positive and negative impacts on the organisation and the key factors related to them are that the people feel connected to other with the old way, they have no role models for the activity and the people feel the change creates an unhealthy culture in the organisation (Vithessonthi, 2005, p.153).

11.2 The work ethics of an organisation

In the case study both the companies follow a defined work ethics that integrate the employees and the management and change in management would completely redesign the work ethics. In Rowe Furniture Corporation the work ethic is expressed in terms of attitude and behaviour and change implementation required a big shift in values that is a contextual factor that creates negative impacts among the employees (Lunenburg, 2010, p.6).

11.3 The work environment of the organisation

The work environment is another contextual factor that affects the management change in TC as the working process follows an integrated system the introduction of new work process will change the attitude of the employee towards work and that creates a negative image of the management change process. In Rowe Furniture Corporation the previous work environment prevent the employee to adapt the new work culture and technology and that creates negativity among them and they resist the change process.

11.4 The type of the management

The type of management is another key contextual factor that regulates the change implementation in both the companies and if the new management is more efficient in managing the employee requirements the employees shows a positive attitude towards the management change. If the new management perfectly meets the requirements of the customer then that would lead to a profit of the organisation and if the management shares the profit with the employee then the employee gives a positive response to the management change.

11.5 Participation strategies of the organisation

The key strategies, taken by TC are an open discussion, powerful teamwork and performance management that help the organisation to implement change. In the open discussion and teamwork method is quite useful to implement the change as this allows the exchange of views and this creates positivity among the workers and they adapt the change promptly (Li *et al.* 2006, p.120). The Rowe Furniture Corporation also introduce group discussion and staff meeting once in a month as the participation strategy that helps the employee to accept the change.

11.6 The communication system in the organisation

The TC organisation introduces communication package that enhances the internal communication and allow the team members to represent their views in a management change. The Rowe Furniture Corporation achieve the change in a communication system by introducing group discussion that ultimately creates a positive impact on the employee and help them to adapt the change in management.

11.7 Other factors

The other contextual factors that affect the change in management are the technical factors, value management factors and the legal factors.

12.0 Necessary tools for the changing managements (LO 3.4)

12.1 The tool of analysing one process

One organisation, according to Xiongwei (2009, p.712), should apply one process to avoid further complications. Previously Rowe Furniture Corporation various processes were involved. However, after the changing of the management, the importance was put on the working process of the workers at the workshops as they had a better vision about the work process than the managers. In Technocom, the process, taught by the consultants was started to be followed by the organisation.

12.2 The tool of the participation of only one team

In Rowe Furniture Corporation, the workers are divided into cells and those cells were allotted for only one task. Likewise, Technocom, the junior managers were only allotted for the training of the workers and the senior managers were allotted for the execution of the feedback, collected from the workers.

13.0 A complete evaluation of the two case studies (LO 3.5)

13.1 The successful change management

According to Samuel, (2013, p.18), the success of the change management depends on certain factors like the work environment, commitment level, the condition of the organisation etc and the company which is adjustable of any change become successful in executing the change management. In Rowe Furniture Corporation, the change management was quite successful as they managed to decrease the delivery time from six months to twenty days.

13.2 The unsuccessful change management

Todnem By, (2005, p.366) stated that the change management also depends on the properly trained internal agents. In Technocom, the change management partly proved futile as the involvement of the managers was biased. The senior managers were not properly involved in the training process and were not bound to attend the feedback session. In this way, the senior managers failed to properly deliver the feedback of the workers to the owners.

Conclusion

In this assignment, a different aspect of the change management is properly discussed. In order to do so, two case studies are discussed in accordance with the topic. The organisations, facing financial difficulties can get a clear idea about the change management from the above-discussed topic.

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