Managing Change

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Three Perspectives

Strategic Design
Organizations are **machines**
An organization is a mechanical system crafted to achieve a defined goal. Parts must fit well together and match the demands of the environment.

Action comes through planning.

Political
Organizations are **contests**
An organization is a social system encompassing diverse, and sometimes contradictory, interests and goals. Competition for resources is expected.

Action comes through power.

Cultural
Organizations are **institutions**
An organization is a symbolic system of meanings, artifacts, values, and routines. Informal norms and traditions exert a strong influence on behavior.

Action comes through habit.
Change is Difficult ...

- Resistance to Change Comes from Many Sources
- Fear of Loss of Power
- Loss of value (eg, losing jobs, having experience discounted)
- Anxiety about new skills being required
- Negative assessment of the need for change
- And don’t forget past resentments, sense of nobility & expectation of more work!
... and has to be managed

• Make the right diagnosis
  - Analyze the situation carefully
  - Understand the trade-off involved in different change strategies
  - Develop adequate and realistic goals

• Implement the change Effort
  - Make sure you have the resources you need to drive process
  - Build the necessary support
  - Manage the cultural assumptions

• Managing change is about understanding and managing perceptions ...  
  – Understanding how others see the situation
  – Convince others that the status quo is not working
  – Explain the logic of the change agenda
Schein’s Model of Personal Change

**Unfreezing**
- Disconfirmation
- Guilt & anxiety
- Psychological Safety

**Changing**
- Scanning, Trial & Error
- Identification, Imitation

**Adoption**
- Integrate into role
- Supportive social relationships

Dimensions of Organizational Change

Top Down ____________ Bottom-up
Radical ____________ Incremental
Discontinuous ____________ Continuous
Planned ____________ Emergent
Rules for the Change Agent

• **Rule One: Try to Stay Alive**
  • Is this for you?
  • What are the real benefits and costs?
  • What are the real chances of success?

• **Rule Two: Learn**
  • Learn how others see you and what you represent.
  • Are your ends getting in the way of the project?