

# Introduction to Organisational Change and Development

Calvin Cassar

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# Session Outline

- Ice Breaker
- Understanding Change
- Models of Change
  - Lewin
  - Kotter
  - Kubler-Ross
- The Role of Leadership in Change



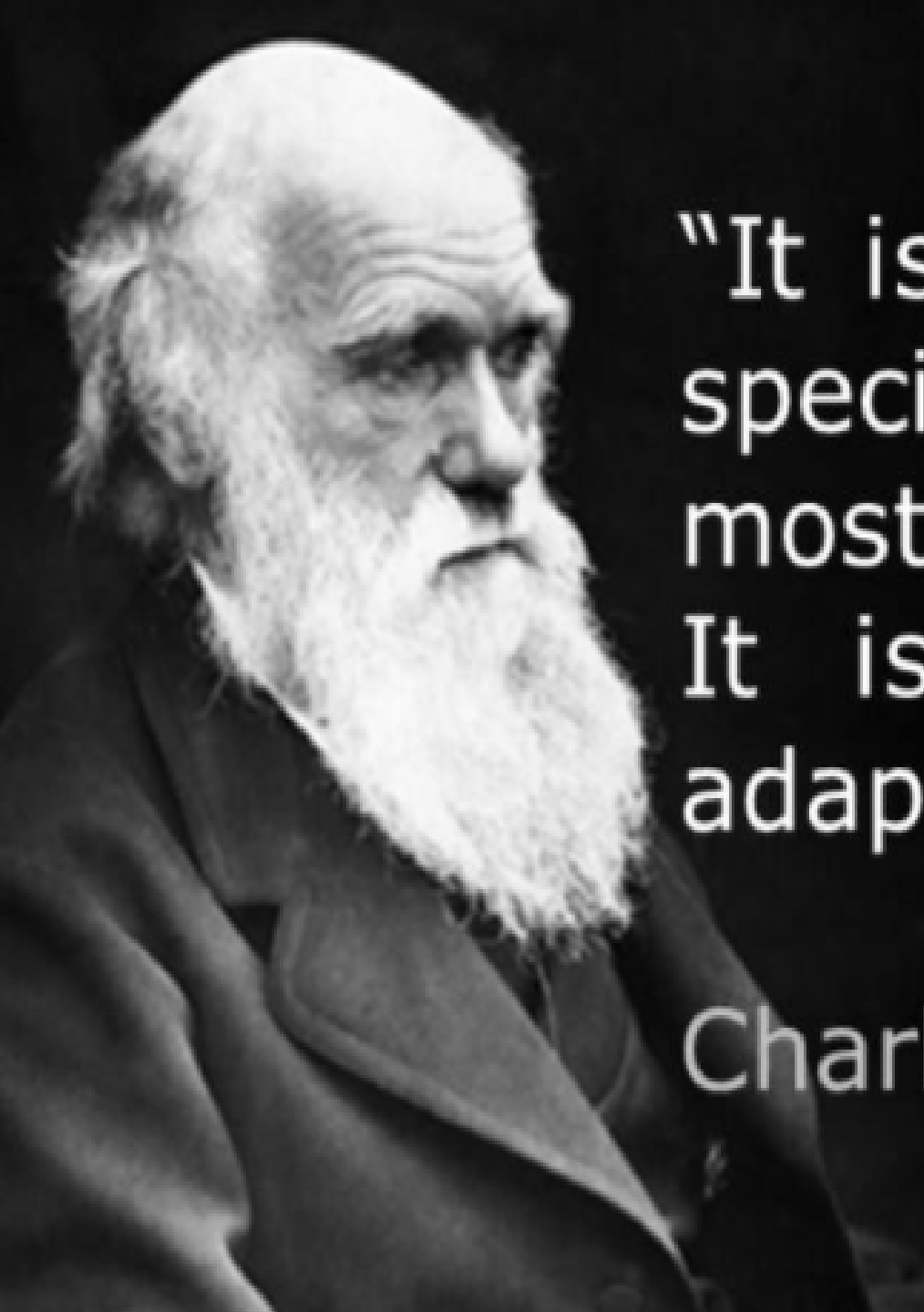
STANGE

1. 27. 11. 1958  
K. K. K. K.

An aerial photograph of a rugged coastline. The top half of the image shows deep blue ocean waves crashing against a rocky shore. The middle section is dominated by a dense, lush green forest that appears to be growing on a steep, rocky slope. The bottom right corner shows more rocks and the edge of the forest. The overall scene is dramatic and naturalistic.

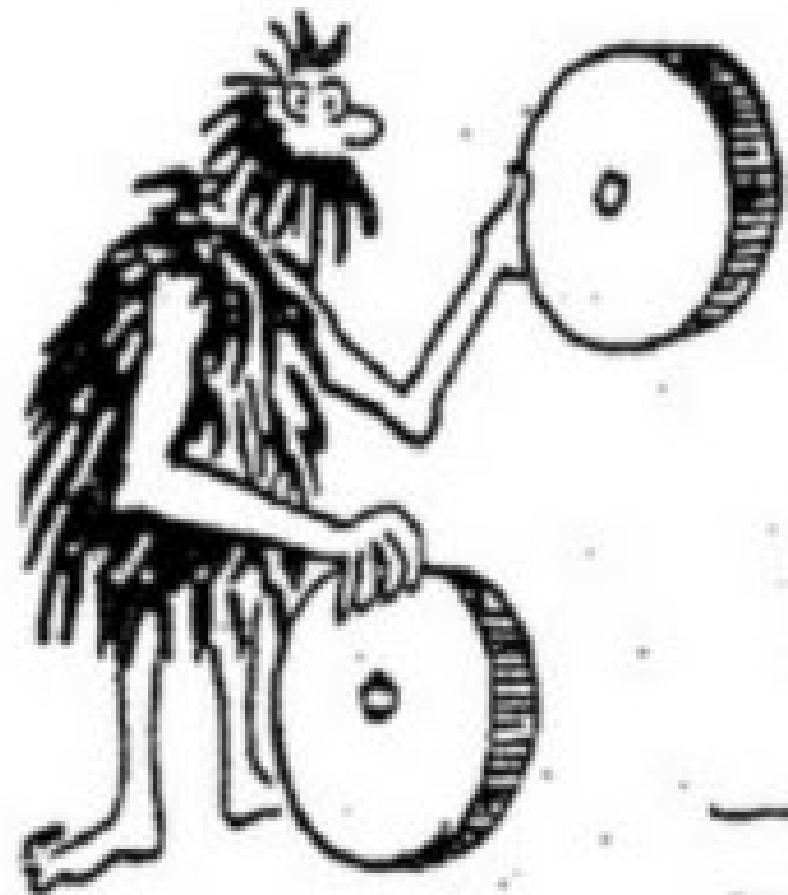
**No man ever steps in the same  
river twice, for it's not the same  
river and he's not the same man.**

Heraclitus



“It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is most adaptable to change.”

Charles Darwin (1809 – 1882)



No thanks!

We are  
too busy



Nokia CEO Cries During his last Speech

**Nokia CEO Ended His Speech  
Saying This  
'We Didn't Do Anything Wrong  
But Somehow, We Lost'**







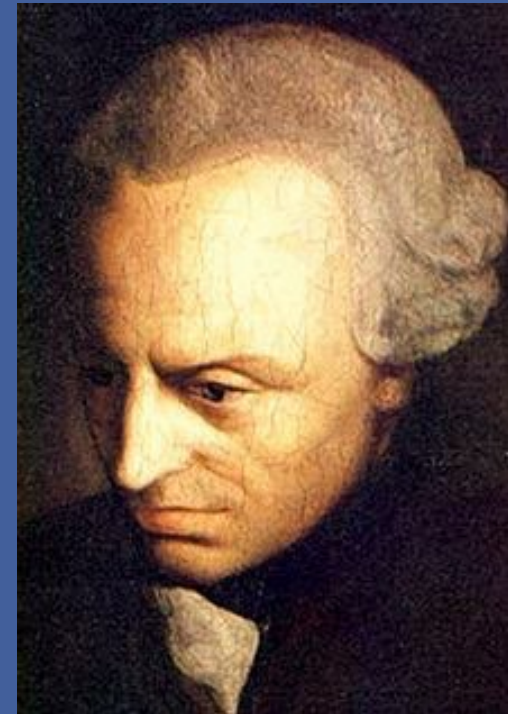
# Understanding Change

- The Merriam- Webster Online Dictionary defines 'Change' as:
- a: to make different in some particular
- b : to make radically different
- c : to replace with another



# Understanding Change

- Within Organisations there is recognition that change is important for allowing retention of a competitive edge.
- “Business as usual” is change.
- We all see the value of change, but in turn we all tend to resist change.



# Understanding Change

- Organisations are involved in the management of different types of change. These include:
  - Structural Change
  - Strategic Change
  - People Change
  - Change in Processes

CHANGEE

RESISTANCE  
1 3/4" x 1 1/2" x 8"

# Models of Change

- Theories have tried to describe the process of change through the development of models.
- A model is a representation of an idea, object, process or system that is used when variables cannot be fully controlled or isolated.
- Models allow the generation of hypotheses.
- Models can eventually be developed into a theory which can be used to predict phenomena given a specific set of variable.



# Models of Change

- A theory tends to be parsimonious (Occam's Razor).
- A theory can be tested.
- A theory is supported by independent strands of evidence.
- A theory can be refuted (falsifiable), given specific observations.
- A theory can be used to make predictions.

# Models for Change

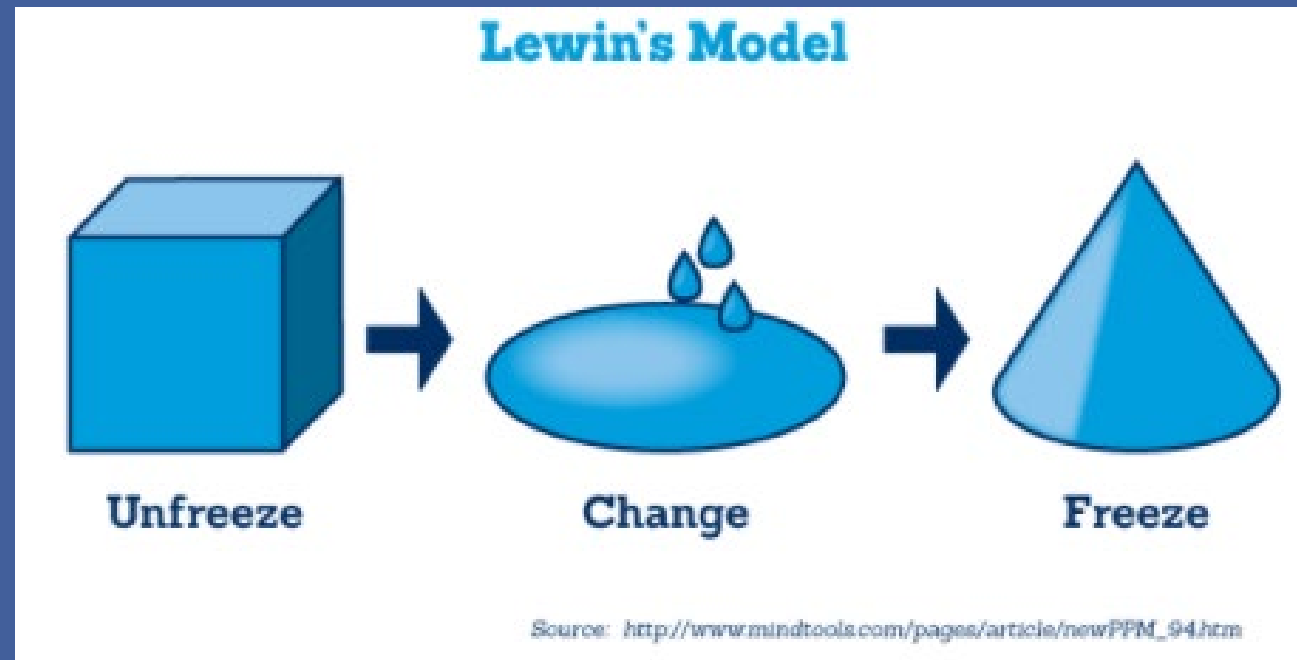
- Lewin's 3-Stage Model of Change
- Lewin was a German-American social psychologist. He fled and was exiled from his home country.
- He is widely considered to be the father of social psychology as he studied key aspects such as teams, group dynamics and organisational development.





# Models of Change

- Lewin's 3- Stage Model of Change



# Models of Change

- Kotter's 8-Stage Model of Change
- Kotter is an American researcher who in the mid-90s proposed an influential model for describing organisational change.
- The model was described in *Leading Change* which Times Magazine listed as one of the top 25 business publications of all time.



# Models of Change

- Kotter's 8-Stage Model of Change
- Step 1 – Create Urgency
- Employees need to see the value of the change initiatives and this can be obtained through data and persuasion.
- Look for persons who can support change.
- Identify threats and opportunities.



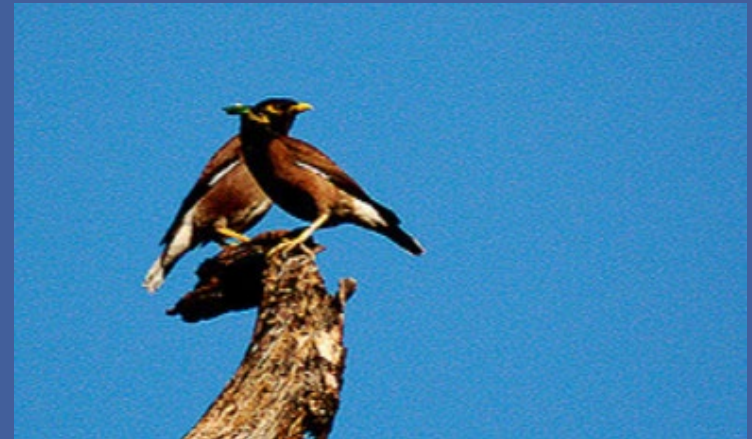
# Models of Change

- Kotter's 8-Stage Model of Change
- Step 2 – Form a Powerful Coalition
- Identify key stakeholders and influencers.
- Work on team building within the Coalition.
- Have a good mix in the team and not simply a repeat of the leader.



# Models of Change

- Kotter's 8-Stage Model of Change
- Step 3 – Create a Vision for Change
- Determine the values that are central for the team.
- Create a strategy.
- Make sure that the strategy is instilled within the change coalition.



# Models of Change

- Kotter's 8-Stage Model of Change
- Step 4 – Communicate the Vision
- Vision should not be just communicated in meetings but should be part of ongoing discourse.
- Address people's concerns and anxiety openly.
- Apply the vision in all aspects of organisational culture



# Models of Change

- Kotter's 8-Stage Model of Change
  - Step 5 – Remove Obstacles
    - Remove any barriers that may inhibit change.
    - Identify, hire or train employees who share the vision.
    - Recognise and rewards change agents.



# Models of Change

- Kotter's 8-Stage Model of Change
- Step 6 – Create Short Term Wins
- Success is motivating.
- Through quick wins one can give a taste of the benefits through change.
- Make sure that an early goal can be achieved, despite the input from critics.





# Models of Change

- Kotter's 8-Stage Model of Change
- Step 7 – Build on the Change
- After every change or success, analyse what went well and what did not.
- Set goals to continue building on the momentum.
- Keep ideas fresh



# Models of Change

- Kotter's 8-Stage Model of Change
- Step 8 – Anchor the Changes in the Corporate Culture
- For change to stick it should become part of the culture.
- Leaders should continue to be open and supportive of change.

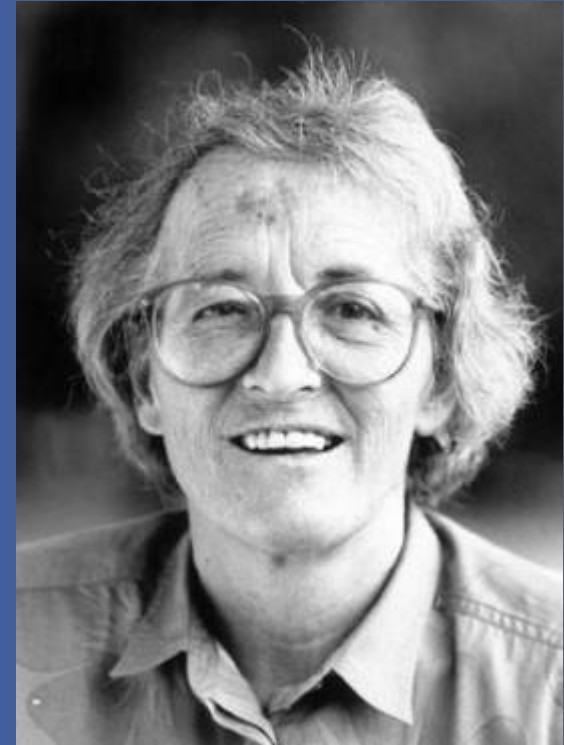


# Models of Change



# Models of Change

- Elisabeth Kubler-Ross' Model of Change
- Was a Swiss-American psychiatrist.
- Was originally interested in studying the terminally ill.
- Her most notable publication in *On Death and Dying* which was published in 1969.



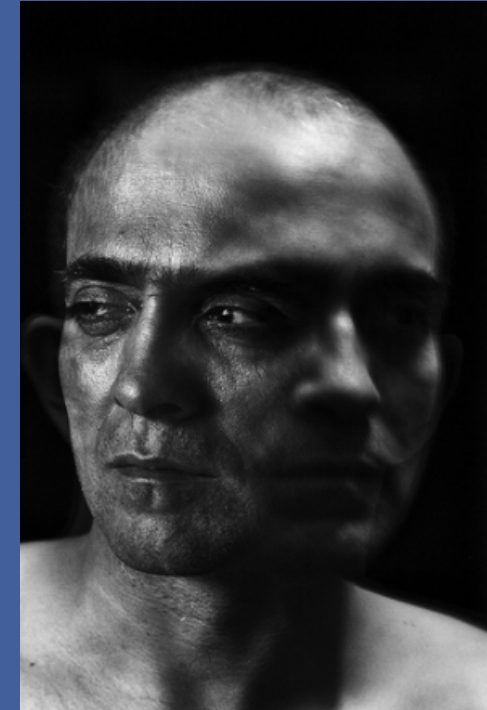
# Models of Change

- Elisabeth Kubler-Ross' Model of Change
- She proposed a model featuring the five-stages of grief, which she observed to be generally universal when persons are experiencing near death situations.
- Her model is generally referenced through the acronym DABDA which stands for the initial of each stage.



# Models of Change

- Elisabeth Kubler-Ross' Model of Change
- Stage 1: Denial
- The diagnosis is seen as mistaken – this is not happening to me.
- Ex. Steve Jobs when diagnosed with pancreatic cancer



# Models of Change

- Elisabeth Kubler-Ross' Model of Change
- Stage 2: Anger
- Frustration then ensues – why me?  
Why would this happen?



# Models of Change

- Elisabeth Kubler-Ross' Model of Change
- Stage 3: Bargaining
- Persons then tend to switch to bargaining or negotiation to avoid the unwanted consequence.
- I can be a better person if I get better...





# Models of Change

- Elisabeth Kubler-Ross' Model of Change
- Stage 4: Depression
- The reality sinks in and persons may start avoiding social interactions and seek isolation.
- “Nothing matters as I am going to die”



# Models of Change

- Elisabeth Kubler-Ross' Model of Change
- Stage 5: Acceptance
- Calm sets in, and individuals may look retrospectively at their lives in an emotionally controlled manner.
- “It’s going to be OK”

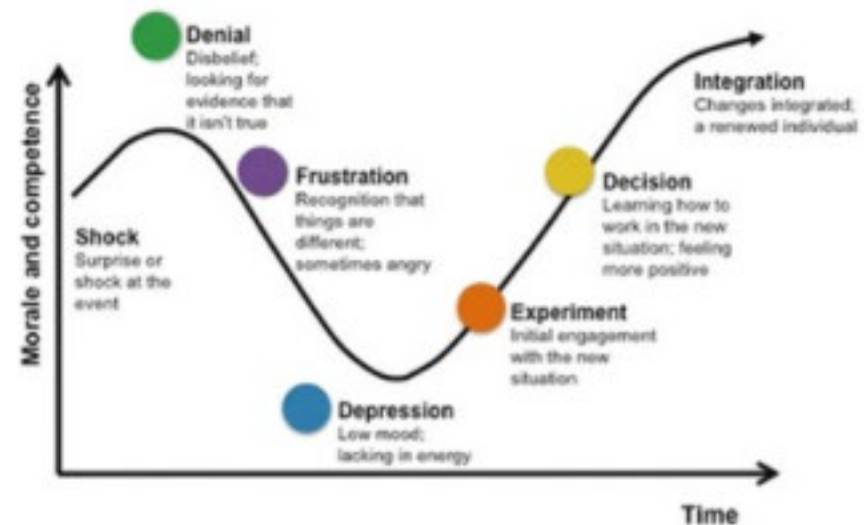


# Models of Change

- Elisabeth Kubler-Ross' Model of Change
- The cycle can be observed in a myriad of real-life situations.
- With minor changes, this model has been used to review different aspects of organisational behaviour, from collective lay-offs, individual terminations, as well as individual responses to change.

# Models of Change

## The Kübler-Ross change curve



Create Alignment

Maximize Communication

Spark Motivation

Develop Capability

Share Knowledge

# Models of Change

- What are the common characteristics in the change models?
- What are the differences in the change models?
- In your opinion which model best sums up organisational change?

# The Role of Leadership in Change



# The Role of Leadership in Change

- Transactional and Transformational Leadership
- Some researchers sought to differentiate between transactional leadership and transformational leadership.
- Significant field in this dichotomy were carried out by James McGregor Burns and Bernard Bass.



# The Role of Leadership in Change

- **Transactional leadership** is also known as managerial leadership, focuses on supervision, organization, and performance; transactional leadership is a style of leadership in which leaders promote compliance by followers through both rewards and punishments.
- **Transformational leadership** is a style of leadership where a leader works with subordinates to identify needed change, creating a vision to guide the change through inspiration, and executing the change in tandem with committed members of a group





# The Role of Leadership in Change

- Transformational leaders look into:
  - Emphasizing intrinsic motivation and positive development of followers
  - Raising awareness of moral standards
  - Highlighting important priorities
  - Fostering higher moral maturity in followers
  - Creating an ethical climate (share values, high ethical standards)



# The Role of Leadership in Change

- Transformational leaders look into:
  - Promoting cooperation and harmony
  - Using authentic, consistent means
  - Using persuasive appeals based on reason
  - Providing individual coaching and mentoring for followers
  - Appealing to the ideals of followers
  - Allowing freedom of choice for followers



# The Role of Leadership in Change

- Transactional Leadership brings about change through planning, organization, distribution of work and monitoring of performance.
- Transformational leadership brings about change through the setting up of a vision, purpose, and the creation of a coalition working towards the achievement of the results.
- There is no necessarily universal right way of approaching change, but rather approaches that hold different value under different circumstances.



*thank you!*