A Study on Change Management

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Abstract: Change can be a time of exciting opportunity for some and a time of loss, disruption or threat of others. How such responses to change are managed can be the difference between surviving and thriving in a work or business environment. Change is an inherent characteristics of any organization and like it or not, all organizations whether in the public or private sector must change to remain relevant.change can originate from external sources through technological advance, social , political or economic pressures, or it can come from inside the organisatio as a management response to a range of issues such as changing client needs, costs or a human resource or a performance issue.it can affect one small area or the entire organization. Neverthless, all change whether from internal or external sources, large or small, involves adopting new mindsets, processes, policies, practices and behavior.

I. INTRODUCTION

The change means the alteration of status quo or making things different. It may refer to any alteration which occurs in the overall work environment of an organization. When an organizational system is disturbed by some internal or external force, the change may occur. From a management perspective it involves the organizational and behavioural adjustments that need to be made to accomadate and sustain change.

Organizational change is the process by which organizations move from their present state to some desired future state to increase their effectiveness. In a project management context, change management may refer to a project management process where changes to the scope of a project are formally introduced and approved. IBM and General Motors, for example, experienced falling demand for their products in the 1990s and have been searching for new ways to use their resources to improve their performance and attract customers back.

Stimulating forces for change

Globalisation and the constant innovation of technologies result in a constantly evolving business environment. Changes in customer expectations or tastes, Changes as a result of competition, Changes as a result of government legislation, Changes as a result of alterations in the economy at home or abroad, Changes in communication media, Changes in society's value systems,Changes in the supply chain and change in distribution chain may results to organization change.

Managing the change process

Regardless of the many types of organizational change, the critical aspect is a company's ability to win the buy in of their organization's employees on the change. Effectively managing organizational chang is a six step process. They are,

- Identify the goals and develop a strategy.
- Determine how the change will impact the organization.
- Assemble your change management team
- Develop your strategy.
- Implement your plan.
- Perform a post-transition review.

In today's ever changing, ever-evolving world, teems need to be ready o adopt transition or transform their operations at any given moment.

Change management processes should include creative marketing to enable communication between changing audiences, as well as deep social understanding about leadership's style and group dynamics. As a visible track on transformation projects, organizational change management aligns group expectations, communicates, integrates teams and manages people training. It makes use of performance metrics, such as financial results, operational efficiency,leadership commitment, communication effectiveness, and the perceived need for change to design appropriate strategy, in order to avoid change failures or resolved troubled change projects.

Successful change management is more likely to occur if the following are included:

- Benefits management and realization to define measurable stake holders aims, create a business case for their achievement (which should be continuously updated), and monitor assumptions, risks, dependencies, costs, return on Investment, disbenefits and cultural issues affecting the progress of the associated work.
- Effective communication that informs various stake holders of the reasons for change (why?) , the benefits of successful implementation (what is in it for us, and you) as well as the details of the change (when? Where? Who is involved? How Much will it cost? Etc.,)
- Devise an effective education, training and/or skills upgrading scheme for the organization
- Counter resistance from the employees of companies and align them to overall strategic direction of the organization
- Provide personal counseling (if required) to alleviate any change-related fears.
- Monitoring of the implementation and fine-tuning as required

The change management process is the sequence of steps or activities that a change management team or project leader would follow to apply change management to a project or change. Based on prosci's research of the most effective and commonly applied change, they have created a change management process that contains the following three phases:

Phase 1 – Preparing for change (preparation, assessment and strategy development)
Phase 2 - Managing change (detailed planning and change management implementation)
Phase 3 – reinforcing change (Data gathering, corrective action and recognition)

Successful change project require a full, realistic understanding of the upcoming changes and complexities, followed by specific actions to address them. The act of adequately defining and scoping the change ensures more realistic and therefore more credible change management plans. Lack of early insight leads to the high risk, that complexity will be underestimated or even overlooked.