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Literature Review

An Analysis Framework of Change Management

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Introduction

The organizational restructuring and institutionalization of Change Management is a fluid and elusive process that functions through a broad, holistic and yet a very conscious approach to implement, execute and create top-level excellent tasks, responsibilities, and duties with competency, organizational integrity, trust and professionalism in line as goals to achieve. As the top priority of company's envisioned goals, visionary accomplishments and professionalism comes change management as the corrective tool and measures that can insure the improvement and advancement of organizational effectiveness. This seminar paper will aim at defining change management; it would create a discussion on the various views, and assertions of change management. The relevance of change management to the external and internal structures of organizations ensures, guarantees the heights and levels of development and advancement an organization can accomplish. In a competitive global market space were change is unavoidably constant, the understanding and studying of change management becomes the greatest means.

This study paper aims to examine the origin of change management and its concepts. It would analyze; Kurk Lewin's model of change management via his theoretical definitions of: Unfreezing, Changing, and Refreezing, an analysis of Chin & Benne's notions of accomplishing changes in human structure by way of empirical–rational strategy, the strategy power-coercive and the normative–re-educative strategy, it would also be a valuable interest to access a host of other highly relevant change models like; Bullock and Batten's change model, their four-phase Model, the Beck hard and Harris change formula. Through their assertions on the concept of dissatisfaction, the strategic role of vision, the first steps and ultimately organizations' resistance to change. The McKinsey 7-S model, the hard S's (strategy, structure and systems) with an understanding of the softS's (style-culture, staff, skills, shared values and super ordinate goals) will be examined and reviewed in this seminar paper.

Keywords: Approaches; Bottom-up; Business Leadership; Competency; Change management; Change model; Organizational management; Strategy; Techniques; Top-down

Literature Review

According to Sidikova, (2011), Change moves an individual out of his or her comfort zone and it is unavoidable. Change occurs in an organization in several aspect namely: merger, acquisition, joint venture, new leadership, technology implementation, organizational restructuring, and change in products or procedural conformity. As derived from; Wanza's assertion in Africa, change is equally inevitable. Many African countries have encountered numerous changes because of extension and enlargement. Wanza (2016).

In my opinion, change management is about managing change, it is common in many organizations today. Additionally, change management is the method by which organizations can prevent or reduce the effect of 'strategic drift' and is expounded as the process of frequently recommencing an organization's administration, configuration, and potentials to perform the ever-changing needs of the marketplace, customers and employees (Moran & Brightman, 2001).

To support Moran and Bright man (2001), controlling change includes directing the individuals who are experiencing transition and that transition influences the mind of three influential supporters of work behavior: purpose; identity and mastery. Specifically, people are driven by goals as well as a sense of purpose, desire and value. If change mechanism was to question an individual's sense of purpose then such individual will counter change in a way.

On the contrary, if change is in support with a person's sense of purpose, then they will accept change in a constructive manner. Moran and Bright man (2001) also discovered the inconsistency that people faced with change wish to participate in conversation about the impact of change and how they are in line with those changes, considering that management usually prevents this kind of conversation as they dread a feedback that starts in a confrontational way.

Origin of Change Management

The original period of change management was the era prior to 1990 when academic started understanding how humans and the human systems encounter change. This period gave key perception, exploration and substructure for comprehending change in a productive form. Some of the principal supporters during this period include Arnold Van Gennep (1909), Kurt Lewin (1948) a social psychologist, Lewin originated three forms of change – unfreezing, moving, and refreezing a long with force field analysis.

Beckhard was a pioneer in organizational development and connoted the subject as "an effort (1) planned, (2) organization-wide, and (3) managed from the top, to (4) increase organization effectiveness and wellness (5) designed involvements in the organization's procedures utilizing behavioral-science knowledge".

William Bridges (1979) an orator, writer, and specialist. Bridges described the states of change as the ending, the neutral zone, and the new beginning.

The second period of change management was the decennium of the 1990s. During the "on the radar" era, change management started to get into the business common parlance. People's view of change shifted out of the academic and experimental and into ideas examined at business meetings.

The initial moves were taken to reveal that individual change does not occur by coincidence, but can be upheld and moved with reflective steps. Although there were many who subscribed to putting change management on the radar, some of the most outstanding ones are:

As world famous leader, General Electric started the Change Acceleration System as part of its larger advancement project. General Electric (Early 1990s). Chair of Conner Partners, located in Atlanta. A consulting firm that deals on transformation implementation. He is a notable universal administrator in organizational change, works as a consultant and confidant to lead managing directors globally. Daryl Conner (1992).

Jick's Change Management: Studies and Notions comprised of contemporary case research and a chapter titled "Implementing Change" where he explained the general issues and released his Ten Commandments of Implementing Change. Todd Jick (1993).

LaMarsh's project changing *the Way We Change* established concepts centered on the relevance of the potential to change, the reduction of resistance and the supporting structures for enhancing change. Jeanenne Lamarsh (1995). Initially in a Harvard Business Review article and later in his book Leading Change, Kotter explained eight men as of failure in change and ensuing methods to tackle them. John Kotter (1998).

Johnson's who moved my cheese? Accords readers with an illustration that addresses how people should handle the changes occurring within them and to them. Spencer Johnson (1998).

During the 1990s, change management settled "on the radar" with concepts and language that started to take place in mainstream management. Geopolitical intensity, economic development, budding new value systems, and shifting employee and employer relationships presented the stage with a rise in identification of how relevant the human aspect of change was.

The third period in the evolution of change management was that of the 2000s, directing up to the present. This period of change management was noted for the formalization of the discipline. While the foundations period produced basic perception, the "on the radar" era produced ideas and language, a shift happened as we arrived the new millennium era. Though Prosci was founded in 1994, it was early in the 2000s that Prosci legalized and advanced its analysis particularly in change management.

In 2003, Prosci presented the first consolidated perspective to change management that maximized organizational and individual change management processes and tools. The Prosci ADKAR Model, an individual change model, produced a result emplacement to change management project. In 2005, Prosci began to legalize exploration and a policy for the pathfinders of the subject who commenced working to immerse change management as a central competence of their organizations. Creasey, T., & Hiatt, J. (2003).

Concepts of Change Management

The concepts of Change Management will present insight into several models theorized by the following individuals.

Kurt Lewin's Change Model

Kurt Lewin is regarded as one of the founding members of Social Psychology. His Change Management Theory portrays change in three stages: Unfreezing, Changing and Refreezing. According to Burnes (2004) the three-stage model is gotten from the understanding that all productive change project undergoes three phases; unfreezing, moving and re-freezing. On the onset, contemporary behavior has to be unfrozen prior to successfully accepting a new behavior.

Unfreeze

This first phase of change is about getting the organization ready to recognize the necessity of change that includes disintegrating the present state of affairs prior to establishing a new mode of operation. Essential to this is drafting a convincing message outlining reasons to discontinue from the current ways of handling things. In addition, to achieve this, reference can be made to declining sales statistic, substandard financial outcomes and unpleasant customer satisfaction surveys. All of these reveals that things have to change in a way that everyone can comprehend.

Change

It is at this phase of change that people start rectifying their unpredictability in order to seek new ways of carrying out activities. They accept, believe and function in ways that enhances the new management. The change from unfreeze model to change model does not occur immediately as people are required to take time to welcome the new management and dynamically pitch into the change. To embrace the change and subscribe to making it successful, people need to comprehend the benefits of it. Not everyone will accept the change simply because the change is necessary and will benefit the company. This is a conventional premise and a drawback that should be prevented.

Refreeze Model

While the changes are falling into place and people have accepted the new methods of working, the organization is prepared to refreeze. The refreeze phase equally assists people and the organization to incorporate the changes. This connotes ensuring that the changes are utilized regularly and that they are integrated into day-to-day activities. Accompanied with a new awareness of firmness, people feel unfazed and secured with the new methods of working.

Lewin's Change Management Model is a straightforward and easy-to-comprehend system for managing change. In identifying these three clear -cut phase of change, one can prepare to apply the change required. From establishing the incentive to change (unfreeze), one can move through the change process encouraging constructive communications and enabling people to accept new methods of working (change).

In addition, the process is concluded when one restores the organization to a state of solidity (refreeze), which is so important for developing the assurance from which to undertake the next unavoidable change.

Chin & Benne's Change Model

In a review of the seminal paper published in 1969 by Chin and Benne, "General Strategies for Effecting Changes in Human Systems". Chin and Benne summarized three general strategies for changing human systems: empirical–rational, power–coercive, and normative–re-educative. Chin, R., & Benne, K. D. (1969).

Empirical–rational strategy: this strategy deems people rationally self-interested. In an establishment, individuals accept a recommended change if the two supporting conditions are satisfied: The recommended change is rationally justified, and the change agent manifests the advantages of the change to the change target. This strategy stresses that if the target has a justifiable reason to change then if it is in the self-interest of an individual, change will come from easily informing the target about the change.

Strategy power–coercive: is the second strategy of Chin and Benne's theory of changing human system. This strategy centers on change force by which a very influential individual presses his or her wish on the less influential individuals. The change agent seemingly applies demand that varies from understated control to the direct application of violence. The principal benefit of this strategy is to bring valuable outcome quickly. Nonetheless, these valuable outcomes occur at the detriment of relationships, breaking trust, and giving up open obligations.

Normative-Re-educative strategy: is the third strategy of Chin and Benne's theory of changing human system, which considers people as rationally self-interested. Normative–re-educative as opposed to the other two strategies stresses change in a target's values, skills, and relationships.

This strategy interprets individuals as permanently sociable, aided by a normative way of life that impacts attitude. For change to happen under this strategy, the target will not only experience rational informational processing as in the empirical–rational strategy, it will also re-evaluate practice and values, normative frameworks, organizational tasks and partnerships. To aid the change agent through the compound process of normative re-examination, the normative–re-educative system generally depends on coaches, analyst or other change agents. Chin and Benne assert that the empirical– rational and power–coercive strategies are thoroughly set up nevertheless that the normative–re-educative strategy had surpassed not long ago. The normative–re-educative strategy, acts a foundation for emphasizing involvement, trust, up-and–coming processes, and beneficial dialogue. Chin, R., & Benne, K. D. (1969).

Bullock and Batten's Change Model

According to Bullock and Batten (1985), a phase refers to an organizational state and a process refers to the mechanisms needed to move from one state to another.

Bullock and Batten (1985) obtained their theories from project management and they suggested utilizing four-phase model to change, namely; Exploration, Planning, Action, and integration for planned change.

As stated by Bullock and Batten (1985), the change begins with the awareness of a need, which frequently results to search for seeking help and outward assistance in addition to formulating of both physical and emotional arrangement. Once objectives and preference are put down, action, plans and integration strategies are developed, which needs permission of decision makers. After the plan of action has been executed and incorporated into the organization, the people assigned for applying the change have to be inside the organization. The change also has to be institutionalized, connoting that the organization moves from the change initiative to continuous advancement (Bullock & Batten, 1985).

Bullock and Batten's Four-Phase Model

Change Phase	*Change Processes*
1. Exploration	a. Needs Awareness
	b. Search
	c. Contracting
2. Planning	a. Diagnosis
	b. Design
	c. Decision
3. Action	a. Implementation
	b. Evaluation
4. Integration	a. Stabilization
	b. Diffusion
	c. Renewal

Source: Bullock RJ and Batten D (1985).

Beckhard and Harris Change Formula

The Beckhard and Harris Change is analytically described by its formula: (DxVxF)>R. As explained: D-Dissatisfaction V-Vision F-First Steps > R- Resistance to Change. Beckhard-Harris change formula explains the conditions necessary for change to occur. The model states that organizations and people change when there is Dissatisfaction (D) with the present day state of affairs and there is an explicit and allocated Vision (V) of a desired future, and there is a bearable First Steps (F).

This change formula also specifies that all three components on the left side, Desire, Vision, and First Steps must be available for transition to happen. If any component is absent, the product of multiplication is zero, which will invariably be less than the Resistance to change, which is invariably available to some level. Harris, R. T., & Beckhard, R. (1987).

Dissatisfaction: is the starting point for change. Every change starts with dissatisfaction with the present-day conditions rooted on a recollection that the discomfort of not changing is probably more than the variability of change, and a readiness to seek for options. Merging these two components gives birth to a desire for change.

Vision: for change when people desire change, but cannot find a solution, the outcome is vexation, depression, frustration or impatience. Deploying the passion prompted by a desire for change needs a Vision. In other words, a discussed vision gives response to the inquiry such as asking for a desire to collectively function and make achievements. However, it is not thoroughly significant where the Vision originated from in the organization, it is important that the Vision be discussed in a manner that individuals in the organization are motivated and not forced to share the vision.

First Steps: Vision without Action is no more frustrating than Dissatisfaction with Action as it is like a wonderful idea with a projection. This also can cause frustration and sense of impotence, which usually yields to indifference. When involving people in the process of change, they should be given the chance to explain their point of view, impact the framing of a new vision for hereafter as well as engage in creating action plans (First Steps) for actualizing the Vision.

Resistance to Change: occurs in order that the product of Desire, Vision and First Steps is more than the Resistance to change. People are known for resisting change not the organization. People resist change when they feel they will lose valuable things in the process of change. The best way to handle resistance is to involve team members informing the components on the left side of the change equation. Including team members in examining the desire for change (Dissatisfaction) establishing a Vision of a desired future, and considering first Steps toward acquiring the vision.

McKinsey 7-S Model

The McKinsey Model is known as McKinsey 7-S because the two people who developed McKinsey Model namely, Tom Peters and Robert Waterman, were specialists at McKinsey & Co during that period of time. Tom Peters and Robert Waterman described their 7-S Model in their article titled Structure Is Not Organization (1980) and in their books titled The Art of Japanese Management (1981) and In Search of Excellence (1982). The model begins on the theory that an organization is not just Structure, but consists of seven components, which are distinguished, in the Hard S's and Soft S's. Waterman, et.al (1980).

The Hard S's are attainable and simple to point out. The Hard S's can be identified in strategy statements, corporate plans, organizational charts and other documentations.

- ***Strategy:*** Actions an organization prepares in reply to or expectation of changes in its outside surroundings.
- ***Structure:*** Grounds for concentration and masterminding imparted mainly by strategy and by organization size and variance.
- ***Systems:*** Formal and informal policies that support the strategy and structure. (Systems are more powerful than they are given commendation).

The Soft S's are not easily attainable. They are harder to explain because proficiencies, values and components of corporate culture are steadily growing and modifying. The Soft S's are exceedingly decided by the people at work in the organization. Consequently, it is harder to prepare or affect the qualities of the soft components. The Soft'S can be found in:

Style/Culture: The culture of the company, comprised of two elements.

Organizational Culture: the superior values and beliefs, and norms, which advance over time and set off comparatively experiencing the qualities of organizational life.

Staff: The people or human resource management – procedures used to form managers, socialization procedures, method of forming key values of management groups, methods of present young enlisted to the company, methods of assisting to control the profession of workers.

Skills: The remarkable abilities – the strength of the company, methods of enlarging or moving abilities.

Shared Values/Super ordinate Goals: Leading notions, basic notions surrounded by the establishment of the firm should be easy, often mentioned at a conceptual stage to have substantial menacing within the company even when outsider cannot view or comprehend it.

Change Management's Top down Analysis

This is called autocratic leadership; top down management is the most popular kind of management. Here the Chief executive officer (CEO) dictates the procedure for the whole company hence it is hierarchical in nature.

This leadership is then performed via a series of executives to the intermediate management and eventually down to the last part of the organization. In top down change management, everything from the job area to the business process are all decided by senior or top management, and after wards transferred to the official hierarchy of authority. Every character is accountable for discharging the commission as decided by the top-ups, with fewer options for observations. Even though some lower-level leaders may participate in making the choices, ideally the concluding answer depends on the high-ranking executive.

Numerous organizations utilize the top down change management. Companies with an executive hierarchy (with a CEO at the Top, next the intermediate management, then team leaders supervising team members) is framed in like fashion. Examples of Top down change management is Trump Organization, Helmsley Hotels and Martha Stewart Living.

The mastery of top down management is that it provides explicit objectives and anticipations since objectives are presented by one person, and that communication is not from every member of the organization. Generally, employees are not troubled by partaking in the making of choices because the policies of the organization are released from the higher authority hence this accords the employees ample time to face their assignments. The top down change management method needs a strong manager, and there are values for this kind of management. Intermediate leaders find easement with their assignment, as they possess immediate commands and are able to perform right away without rethinking. Top down change management functions effectively when the manager has performed conscientiously, investigated and contemplated all areas of how the choices will affect the business set up or workers.

Change Management's Bottom up Analysis

The bottom up change management a structure where the entire organization participates in the exercise of directing the organization. This joint effort offers employees a voice on how to achieve the complete aims and targets of a business.

In this approach, partnership is independent or autarchic and are accumulated by expertise and awareness, which are then accepted by the Leaders. Although the bottom up change is not very common, still some companies or organizations accept and uphold it.

As an illustration, The New York Times and formal vocations like Ernst & Young and IBM have all attempted the bottom up change management system at the partnership stage. Everybody should be participants of the decision-making system, at minimum in subdivision of the organization. The masteries of bottom up change management are explicit to individuals who are not engaged at the high level of a company. It preserves skills, reserves high optimism and gets program encouragement since it gives lower positioned staffs audience. When everybody assumes possession in the complete aims and aspirations of the organizations, they will be more committed to the progress of the organization.

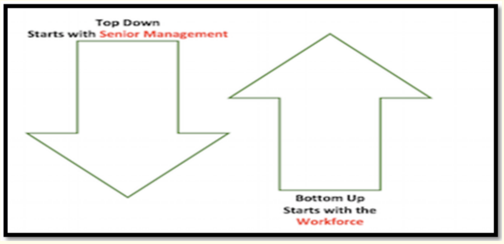
In addition, the capacity to get many ideas from a worker is one of the upmost advantages of bottom up change management as it permits the complete use of the workers' skills. Usually, the lower employees are faced with dealing with the customers and the mechanisms of the companies. The notions of the lower employees that are not accepted in the top down change management forms a reformation in the bottom up change management approach and often times, it results in profession advancement.

As regards its drawback, having workers as a part of the decision-making system can be time consuming, lagging or cause the organization to apply unsubstantial decisions that turns unsuccessful. Applying too many ideas is not often an excellent method for retaining high business swiftness.

According to an idiomatic statement, too many cooks spoil the broth. When far many people are participants in an event or assignment, it will not be executed properly. In view of the large number of choices, it can be hard to determine the perfect one. This may need more time for investigation in order to formulate an intellectual decision. In other words, after a resolution is reached, the decision may not be applied adequately thereby making the company to operate without motivation.

Another drawback is the problem of self-esteem. If everybody is struggling to be heard, they may be incited by self-interest instead of the complete aims of the organization. This drawback causes segregations and disputes that are not okay for business.

A clear difference between top-down and bottom-up change depends on who instigates the accomplishment. In top-down change, high-ranking managers recognize the main organizational objectives and then involves employees as relevant to acquire those objectives via projects and additional advancement programs as the image below shows.



Source: Cerna L. (2013).

Conversely, Bottom-up change begins with workers and their leaders. Both parties observe a need for advancement or change in their day -to tasks. Then they seek a way to make their jobs more pleasant, less demanding and aim at executing their job in a very proficient manner so as to provide good customer services.

Since top-down change is usually displayed in the format of projects or events, the number of partakers are minimal. For example, a leader may assemble a team of two managers and four front-line workers from diverse segment to carry out the proposed project. The objective of bottom-up change is to involve everybody, at all stage of the organization. Every worker seeks means to enhance their job frequently, irrespective of their setting, schedule, and tasks, with the aim to achieve an outcome that yields advancement. Cerna, L. (2013).

Top-down change happens in a planned, occasional events like a long week event, the bottom-up change is an all-day or every day event. Top-down change is needed where there is a huge issue for a vital restructure. These are generally larger cost and larger probabilities, so there is plenty of exploration and preparation that comes in advance. As the management determines “what” requires advancement, the workers and managers are included to seek answers to the “what” and “how” questions. Managers will not always be able to solve issues alone, as they do not know it all. Rather, they can give instructions and encourage their staffs to engage in tasks that can result in substantial improvement for the benefit of the organization.

On the contrarily, bottom-up changes are generally little, small cost and probabilities, that is changes that front-line workers can execute by themselves or within their team. The functionality of managers here is to offer the significant training to ensure that people stick to on the right part and not necessarily to be included in the scheme of things. There are several under-utilized members in the top down environment hence many organizations avoid applying the top down change management system. It is for this reason that the bottom up change management is embraced. Burke, W. W. (2017).

Conclusion

Change management involves a broad and wide range of techniques, forces, tools, and approaches that constructs, recreates, reorganizes and rebuilds the systems and structures to enact and utilize the change, to a stage of functionality.

The conclusion of this seminar paper explains the relevance of top-down change and bottom-up change and the identification of their significant differences on how they both reorganize organizations to levels of effectiveness and efficiency. Change management is pragmatically a systematic and a collaborative attempt to incorporate all the strategic management approaches, techniques and knowledge to create a supportive mechanism that empowers the human resources in most organizations to utilize, integrate and harmonize organizational change for the better. Organizational policies, ethics, values, systems, and cultures helps to deal with disputes, challenges, and profoundly the difficulties that are associated with the top-down and bottom-up approaches to the broad and critical decision-making processes in organizations. The advantageous effects of the Top-Down and the Bottom-Up approach in the decision-making process in most organization and companies have helped in the repositioning of their value and relevance in the ever-competing market space. As organizations grow from small to big, and understaffed to overstaff the growth in size increases the challenges, struggles and strives the organization must go through. That is when change initiatives become fundamentally and strategically important for both external and internal advancement if growth will be guaranteed to foster and control change only from the top-down approach. For change to be effective, responsive, active and functional it would entail the collaboration and collective efforts of knowledge derived from both ends the top-down and bottom - up approach.

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