"We are chameleons, and our partialities and prejudices change place with an easy and blesses facility, & we are soon wonted to the change and happy in it."

— Mark Twain
DIFFERENT MODELS FOR UNDERSTANDING CHANGE

KURT LEWIN'S MODEL:

One of the early fundamental models of planned change was proposed by Kurt Lewin. He conceived of change as modification of those forces keeping a system’s behavior stable. Specifically, a particular set of behaviors at any moment of time is the result of two groups of forces—those striving to maintain the status quo and those pushing for change. When both sets of forces are about equal, current behaviors are maintained in what Lewin termed a state of “quasi-stationary equilibrium”. To change that state, one can increase those forces pushing for change, decrease those forces maintaining the current state, or apply some combination of both. For example, the level of performance of a work group might be stable because group norms maintaining that level are equivalent to the supervisor’s pressures for change to higher levels. This level can be increased either by changing the group norms to support higher levels of performance or by increasing supervisor pressures to produce at higher levels. Lewin suggested that modifying those forces maintaining the status quo produces less tension and resistance than the increasing forces for change and consequently is a more effective change strategy. Kurt Lewin describes the process of change as having 3 stages of change- Unfreezing, Moving (Changing) and Refreezing.
**Unfreezing**: this step usually involves reducing those forces maintaining the organization's behavior at its present level. Unfreezing is sometimes accomplished through a process of "psychological disconfirmation". By introducing information that shows discrepancies between behaviors desired by organization members and those behaviors currently exhibited, members can be motivated to engage in change activities.

**Moving**: This step shifts the behavior of the organization, department or individual to a new level. It involves intervening in the system to develop new behaviors, values, and attitudes through changes in organizational structures and processes.

**Refreezing**: This step stabilizes the organization at a new state of equilibrium. It is frequently accomplished through the use of supporting mechanisms that reinforce the new organizational state, such as organizational culture, norms policies, and structures.
ADKAR MODEL:

ADKAR is a goal-oriented change management model that allows change management teams to focus their activities on specific business results. The model was initially used as a tool for determining if change management activities like communications and training were having the desired results during organizational change. The model has its origins in aligning traditional change management activities to a given result or goal.

The figure shows the ADKAR elements as they align with management activities or other catalysts that enable employees to move from one ADKAR element to another. In this figure, the elements of ADKAR are shown on the left hand side, and the enablers or catalysts for change are shown on the right hand side. There is a close relationship between each goal of the ADKAR model. The model is goal-oriented and cumulative in that you must obtain each element in order. In each module of this series we will address each step in the ADKAR model and discuss the choices you have as a manager or project team member. Specifically we will tie the phases of change for employees to the actions that you and other managers can take to more effectively manage change.
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<th>Desire to participate and support the change</th>
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<th>Reinforcement to sustain the change</th>
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The above figure shows the ADKAR model mapped to enablers and management activities. An organization’s culture, history, values and capacity for change are potential obstacles for change management teams. Consultants and change management teams often address these potential barriers with assessments. Assessments as a measurement instrument are interesting, but how can they really be used to affect change? Understanding the ADKAR model and the associated enablers for change will help answer this question and provide a useful foundation for how assessments can help manage change. The goals or outcomes defined by ADKAR are sequential and cumulative. An individual must obtain each element in sequence in order for a change to be implemented and sustained.

ACTION RESEARCH MODEL:

The action research model focuses on planned change as a cyclical process in which initial research about the organization provides information to guide subsequent action. Then, the results of the action are assessed to provide further information to guide further action, and so on. This iterative cycle of research and action involves considerable collaboration among organization members and OD practitioners. It places heavy emphasis on data gathering and diagnosis prior to action planning and implementation, as well as careful evaluation of results after action is taken.

Action research is traditionally aimed both at helping specific organizations to implement planned change and at developing more general knowledge that can be applied to other settings. Although action research was originally developed to have this dual focus on change and knowledge, it has
been adapted to OD efforts in which the major emphasis is on planned change. The figure shows the cyclical phases of planned change as defined by the original action research model. There are eight main steps:

1. **Problem Identification**: This stage usually begins when a key executive in the organization or someone with power and influence senses that the organization has one or more problems that might be solved with the help of an OD practitioner.

2. **Consultation with a behavioral science expert**: During the initial contact, the OD practitioner and the client carefully assess each other. The practitioner has his or her own normative, developmental theory or frame of reference and must be conscious of those assumptions and values. Sharing them with the client from the beginning establishes an open and collaborative atmosphere.
3. Data gathering and preliminary diagnosis: This step is usually completed by the OD practitioner, often in conjunction with organization members. It involves gathering appropriate information and analyzing it to determine the underlying causes of organizational problems. The four basic methods of gathering data are interviews, process observation, questionnaires and organizational performance data (unfortunately, often overlooked). One approach to diagnosis begins with observation, proceeds to a semi-structured interview, and concludes with a
questionnaire to measure precisely the problems identified by the earlier steps. When gathering diagnostic information, OD practitioners may influence members from whom they are collecting data. In OD, "every action on the part of the consultant constitutes an intervention" that will have some effect on the organization.

4. Feedback to a key client or group: Because action research is a collaborative activity, the diagnostic data are fed back to the client, usually in a group or work team meeting. The feedback step, in which members are given the information gathered by the OD practitioner, helps them determine the strengths and weaknesses of the organization or the department under study. The consultant provides the client with all relevant and useful data. Obviously, the practitioner will protect confidential sources of information and, at times, may even withhold data. Defining what is relevant and useful involves consideration of privacy and ethics as well as judgment about whether the group is ready for the information or information would make the client overly defensive.

5. Joint diagnosis of the problem: At this point, members discuss the feedback and explore with the OD practitioner whether they want to work on identified problems. A close interrelationship exists among data gathering, feedback and diagnosis because the consultant summarizes the basic data from the client members and presents the data to them for validation and further diagnosis. An important point to remember, as Schein suggests, is that the action research process is very different from the doctor-patient model, in which the consultant comes in, makes a
diagnosis, and prescribes a solution. Schein notes that the failure to establish a common frame of reference in the client-consultant relationship may lead to a faulty diagnosis or to a communications gap whereby the client is sometimes "unwilling to believe the diagnosis or accept the prescription". He believes "most companies have drawers full of reports by consultants, each laded with diagnoses and recommendations which are either not understood or not accepted by the patient"

6. **Joint action planning**: Next, the OD practitioner and the client members jointly agree on further actions to be taken. This is the beginning of the moving process (described in Lewin's change model), as the organization decides how best to reach a different quasi-stationary equilibrium. At this stage, the specific action to be taken depends on the culture, technology, and environment of the organization; the diagnosis of the problem; and the time and expense of the intervention.

7. **Action**: this stage involves the actual change from one organization state to another. It may include installing new methods and procedures, reorganizing structures and work designs, and reinforcing new behaviors. Such actions typically cannot be implemented immediately but require a transition period as the organization moves from the present to a desired future state.

8. **Data gathering after action**: This is a very important stage which basically involves the feedback and the evaluation of this new organization state as compared to the past state.
IMPLEMENTATION OF CHANGE

A change is an alien element, and to become functional it should become a part of an organization in which it is introduced. Unless a change is internalized and integrated, it remains 'alien'. It is necessary to ensure that the change gets integrated in the organization, it is stabilized, becomes a part of the organizational working. This is a part of the implementation process. Implementation can be defined as the institutionalization and internalization of a change after it has been accepted by an organization and a decision has been taken to accept and make it part of the ongoing activity. Implementation starts after the decision has been taken about the change programme.

Implementation may be seen as a multi-dimensional process. The concept of strategic management for the implementation of public programmes involves interaction between four dimensions—environment (opportunity, needs, constraints, threats, scope, diversity, uncertainty), strategy (service-client-sequence, demand-supply-resource mobilization), process (planning and allocation, monitoring and control, human resources development, motivation-compliance), and structure (differentiation-integration of tasks, structured forms, degree of decentralization, and degree of autonomy). The end result of implementation is the institutionalization and stabilization of change. By institutionalization is meant making the change a permanent part of an organization; and by internalization is meant stabilization of the change so that it becomes a natural part of an organization’s working and style— the former is more structural, and the latter more processual.
Implementation approach

Organizations have to make the employees understand today's situation and link it with tomorrow's vision – while harnessing the power of people and teams to ensure successful delivery.

Figure-2.4: Implementation Approach

They have to facilitate the vision process so that change teams can articulate the elements necessary to reach the future. This model could have a variety of strands but the most common are:

- Systems – changes to support new information flows
- People and capabilities – new capabilities, new learning and development
- Accountabilities – new accountabilities to manage through and beyond the change
- Processes – new processes and new reinforcing systems

Finally, they have to ensure that change is delivered through energizing managers and teams to deliver on their commitments.

In order to achieve end results, one starts with planning the whole process of implementation. Implementation primarily consists of monitoring
the change, taking action in relation to the change, and making necessary adjustments in the programme which has been accepted for implementation, which may be called adoption. This three phased implementation process-Monitoring-Action-Adaptation- is possible if necessary support is provided at the several stages of implementation. This gives a basic model of the implementation process as shown in the figure. As the figure indicates, Planning is the initial process followed by the circular process of the implementation in which the feedback loop goes from Adaptation to monitoring. This leads to institutionalization and stabilization of change.

Figure- 2.5 The Model of Implementation of Change in an Organization
CHANGES IN THE MANUFACTURING AND SERVICE SECTOR

During the past few decades, the manufacturing sector has undergone considerable changes. It is apparent that today's best manufacturing practices differ in many ways from the production system that came to dominate after World War II. The advanced manufacturing techniques are indeed reshaping manufacturing on a broad scale. The manufacturing industry today exists in a highly dynamic and interactive business environment where there are no geographic borders and companies are spread across the globe. These internationally dispersed manufacturing organizations often have disparate IT systems-including hardware, software and applications running at their numerous locations, making it impossible for them to optimally utilize these resources to gain benefits. The manufacturing sector, particularly the larger players, are faced with specific and complex challenges of integrating supply and demand partners across corporate boundaries; efficiently evaluating their supply and sourcing strategies; enabling their supply base to collaborate with them, and engaging those supply relationships for long-term, mutual benefit. Within the manufacturing sector, technological change and investment in modern facilities enable fewer people to produce more products at a lower cost. To meet demand, many manufacturers are shifting to "customized, mass-market products" along with associated services such as training and maintenance. Few years down the lane, there existed a monopolistic market but now there are many players in the market giving the customer a lot of choices. There is more stress now on the investment that goes into the research and development that was absent before, as today's customer expects innovative, new and better products. The cultural effect is even more
evident in human resources. People, now have new choices for employment, some of which are very appealing. Thus, the organizations are facing the problem of high employee attrition rates.

During the 1900’s, the United States experienced a substantial boom in productivity growth, particularly in the later half of the decade. During the 1970’s and 1980’s, productivity growth in the overall economy raised an average of 1.7% a year, but the rate had nearly doubled by the end of 1990’s. Manufacturing productivity growth rose even more dramatically during the 1990’s.

The Service sector has not only undergone a lot of changes but has done so at a very rapid rate. One reason for the growth in the service sectors in India is the organizational in the regulatory framework that gave rise to innovation and higher exports from the service sectors. The service sector has taken on far greater importance in terms of sheer size and employment levels. This shift is neither new nor a short-term phenomenon. Growth in the service economy has led to new demands and expectations of transportation providers; these in turn have led to changing expectations and requirements of transportation providers in the manufacturing sector. In developed countries, the service sector is the major contributor to GDP. It also accounts for the major share of employment.

According to the data provided by the “Bureau of Labour statistics Industry productivity and costs program” that is 3, 4, 5 and 6 digit codes of the North American Industrial classification system (NAICS), Over the 1990’s, Service sector firms increased employment by 25%, whereas manufacturers
lost about 2.4% of their collective employment. Clearly, this aggregate result is consistent with the story that greater manufacturing productivity gains lower employment from what it would have been otherwise.

According to economy Watch.com, Economy of the month for the month of October 2005, Service sector accounts more than half of India's Gross Domestic Product. The rise in service sector's share in GDP marks a structural change. Reason for high growth rate in service sector in India is liberalization in regulatory framework. That gives rise to innovation and high export earnings. The growth rate of India's service exports in 2002 was 8% with regards to 5% Worldwide. India is ranked 21st among exporters of services.

India's IT Market reached a turnover of US$ 16.2 billion in 2004-05. The IT Sector employs 697,000 people and this is likely to reach 2 million by 2014. IT Companies are expected to account for 8-10% of GDP by 2008 from 1.4% in 2001. India is considered as a global player in Information Technology with software exports of US Dollars12 billion in 2003-2004 and $17.2 billion in 2004-2005. The revenue from exports of IT and related services is expected to reach US$ 57 billion by 2008. Outsourcing Industry has changed the image of India. Western companies are continuing to eye India as their top destination for outsourcing work. Rapid increases in the profits of several Indian outsource service providers including two of top companies like Tata consultancy services and Infosys Technology. Mumbai based TCS has risen by 20.5% and Bangalore based Infosys recorded a 36% rise. The BPO Sector has been growing at 60-70% annually and its turnover in 2004-05
reached US$5.8 billion from US$565 million in 1999-00. It is projected to increase to US$ 12.3 billion by 2006 and create employment opportunities for a million people from its current level of 200,000. India's Consultancy Professionals possess capability and capacity to provide expertise especially suitable for developing countries. In addition it also offers consultancy in sophisticated areas like information technology, advanced financial and banking services etc. to developed countries like USA, UK, France, West Germany and Australia. Expertise offered by Indian consultancy professionals covers areas like infrastructure, Economic & Social Sector, Water Resource Dam, Flood Control, Irrigation, Rural Development, Environment, Industries, Computer, Training of personnel and transfer technology etc.

India's health services (with highly qualified and experienced personnel), super-specialty hospitals specializing in both modern and traditional Indian medical systems (like Ayurveda, Unani, Siddha and nature-cure) supported by state-of-the-art equipment, are attracting patients from across the world, and constitute a larger portion in India's services sector. Education is another field which is not only a huge segment of the services sector within the country, but also a foreign exchange earner by way of NRIs and foreign students enrolled in major medical, technological and other institutions in India. We also export manpower even to the western world. The demand for teachers from India has started growing in the United States and England in recent times. India is a subcontinent with varied geographical, climatic, ethnic, cultural, religious and social condition. So it is a top destination for any tourist. The tourism industry in the country is well equipped and also growing very fast to offer tourists all the services needed for making
their visit memorable. India has young population of nearly 37% among total population. Using them in service sectors where immense opportunities are present can be better rewarded. The government should step forward for availing these facilities for the enhancement of service sector, which will act as a boost to Indian economy.

India's development experience has been different from that observed in the developed countries and also such Asian industrializing countries as South Korea and Taiwan. India has not followed an Export-led model. And instead of moving from agriculture through manufacturing to a service economy, India has moved from agriculture toward manufacturing and services in almost equal measure. This is evident when we have a look at the sector shares in the GNP. In 1950-1951, the shares for agriculture and allied activities, for manufacturing and for the service sectors were 56%, 15% and 29% respectively. In 1995-96, the shares had become 29.5%, 29% and 41.5%. However the share of the labour force engaged in agriculture remains high; that figure has been hovering around 65% for the last several years.

**Figure – 2.6: Export – Led Model**

![Export-Led Model Diagram](image)

**Figure – 2.7: India's Development Experience**

![India's Development Experience Diagram](image)
CHANGE MANAGEMENT PROGRAMMES:

There are many reasons why change process do not succeed in management Kotter pointed out eight reasons why change process do not succeed in any change process. They include following reasons

1. Allowing too much complexity
2. Failing to build a substantial coalition
3. Understanding the need for a clear vision
4. Failing to clearly communicate the vision
5. Permitting Roadblocks against he vision
6. Not planning for short term results and not realizing them
7. Declaring victory too soon
8. Fail to anchor changes in corporate culture
According to John Kotter (1996), recognized as one of the leading gurus in Change Management, leaders of change need to use an eight-stage process to achieve successful change. These Eight stages are:

1. Bringing about a sense of urgency within the organization.
2. Creating a leadership team as a ‘Guiding Coalition’.
3. Deciding a clear Vision of the way forward.
4. Communicating the Vision clearly, simply and frequently.
5. Empowering employees to work towards the Vision by removing barriers to action.
6. Achieving Quick Wins to show that change is working.
7. Keeping the momentum of change going and consolidating gains.
8. Anchoring (or embedding) changes within the organizational culture.

TOOLS & TECHNIQUES TO HELP COMPANIES TRANSFORM QUICKLY

- Address the “human side” systematically: Job roles and responsibilities need to be revised with the introduction of new processes and technology. Review the competencies required for each role in the proposed new work environment. Decide which competencies are required and then build new job roles and descriptions. Determine the service standards that will apply to the new roles so that these can be linked to the staff performance management system. Changes to remuneration may
need to be considered if staff is re-skilled and move into more complex roles. Also, employee relations' issues should be assessed if there is any possibility of restructuring that may result in downsizing. Any significant transformation creates "people issues." New leaders will be asked to step up, jobs will be changed, new skills and capabilities must be developed, and employees will be uncertain and resistant.

Dealing with these issues on a reactive, case-by-case basis puts speed, morale, and results at risk. A formal approach for managing change — beginning with the leadership team and then engaging key stakeholders and leaders — should be developed early, and adapted often as change moves through the organization. This demands as much data collection and analysis, planning, and implementation discipline, as does a redesign of strategy, systems, or processes. The change-management approach should be fully integrated into program design and decision-making, both informing and enabling strategic direction. It should be based on a realistic assessment of the organization's history, readiness, and capacity to change.

- **Start at the top:** Because change is inherently unsettling for people at all levels of an organization, when it is on the horizon, all eyes will turn to the CEO and the leadership team for strength, support, and direction. The leaders themselves must embrace the new approaches first, both to challenge and to motivate the rest of the institution. They must speak with one voice and model the desired behaviors. The executive team also needs to understand that, although its public face may be one of unity, it,
too, is composed of individuals who are going through stressful times and need to be supported. Executive teams that work well together are best positioned for success. They are aligned and committed to the direction of change, understand the culture and behaviors the changes intend to introduce, and can model those changes themselves. At one large transportation company, the senior team rolled out an initiative to improve the efficiency and performance of its corporate and field staff before addressing change issues at the officer level. The initiative realized initial cost savings but stalled as employees began to question the leadership team's vision and commitment. Only after the leadership team went through the process of aligning and committing to the change initiative was the workforce able to deliver downstream results.

- **Involve every layer:** As transformation programs progress from defining strategy and setting targets to design and implementation, they affect different levels of the organization. Change efforts must include plans for identifying leaders throughout the company and pushing responsibility for design and implementation down, so that change “cascades” through the organization. At each layer of the organization, the leaders who are identified and trained must be aligned to the company’s vision, equipped to execute their specific mission, and motivated to make change happen. A major multiline insurer with consistently flat earnings decided to change performance and behavior in preparation for going public. The company followed this “cascading leadership” methodology, training and supporting teams at each stage. First, 10 officers set the strategy, vision, and targets. Next, more than 60 senior executives and managers designed the core of
the change initiative. Then 500 leaders from the field drove implementation. The structure remained in place throughout the change program, which doubled the company's earnings far ahead of schedule. This approach is also a superb way for a company to identify its next generation of leadership.

- **Make the formal case**: Individuals are inherently rational and will question to what extent change is needed, whether the company is headed in the right direction, and whether they want to commit personally to making change happen. They will look to the leadership for answers. The articulation of a formal case for change and the creation of a written vision statement are invaluable opportunities to create or compel leadership-team alignment. Three steps should be followed in developing the case: First, confront reality and articulate a convincing need for change. Second, demonstrate faith that the company has a viable future and the leadership to get there. Finally, provide a road map to guide behavior and decision-making. Leaders must then customize this message for various internal audiences, describing the pending change in terms that matter to the individuals. A consumer packaged-goods company experiencing years of steadily declining earnings determined that it needed to significantly restructure its operations — instituting, among other things, a 30 percent work force reduction — to remain competitive. In a series of offsite meetings, the executive team built a brutally honest business case that downsizing was the only way to keep the business viable, and drew on the company's proud heritage to craft a compelling vision to lead the company forward.
By confronting reality and helping employees understand the necessity for change, leaders were able to motivate the organization to follow the new direction in the midst of the largest downsizing in the company's history. Instead of being shell-shocked and demoralized, those who stayed felt a renewed resolve to help the enterprise advance.

- **Create ownership**: Leaders of large change programs must over perform during the transformation and be the zealots who create a critical mass among the work force in favor of change. This requires more than mere buy-in or passive agreement that the direction of change is acceptable. It demands ownership by leaders willing to accept responsibility for making change happen in all of the areas they influence or control. Ownership is often best created by involving people in identifying problems and crafting solutions. It is reinforced by incentives and rewards. These can be tangible (for example, financial compensation) or psychological (for example, camaraderie and a sense of shared destiny). At a large health-care organization that was moving to a shared-services model for administrative support, the first department to create detailed designs for the new organization was human resources. Its personnel worked with advisors in cross-functional teams for more than six months. But as the designs were being finalized, top departmental executives began to resist the move to implementation. While agreeing that the work was top-notch, the executives realized they hadn't invested enough individual time in the design process to feel the ownership required to begin implementation. On the basis of their feedback, the process was modified to include a "deep
dive." The departmental executives worked with the design teams to learn more, and get further exposure to changes that would occur. This was the turning point; the transition then happened quickly. It also created a forum for top executives to work as a team, creating a sense of alignment and unity that the group hadn’t felt before.

- **Communicate the message**: Too often, change leaders make the mistake of believing that others understand the issues, feel the need to change, and see the new direction as clearly as they do. The best change programs reinforce core messages through regular, timely advice that is both inspirational and practicable. Communications flow in from the bottom and out from the top, and are targeted to provide employees the right information at the right time and to solicit their input and feedback. Often this will require over communication through multiple, redundant channels.

In the late 1990s, the Internal Revenue Service had a vision: The IRS could treat taxpayers as customers and turn a feared bureaucracy into a world-class service organization. Getting more than 100,000 employees to think and act differently required more than just systems redesign and process change. IRS leadership designed and executed an ambitious communications program including daily voice mails from the commissioner and his top staff, training sessions, videotapes, newsletters, and town hall meetings that continued through the transformation. Timely, constant, practical communication was at the heart of the program, which brought the IRS’s customer ratings from the lowest in various surveys to its current ranking above the likes of McDonald’s and most airlines.
The change program must have an effective communication process so that all staff is kept regularly informed and understand the change process. Don't 'cascade' information through the levels of the company; instead go straight to the target audiences with tailored information that gives them the facts and explains the action they need to take. Use all communication channels that are available — presentations, team meetings, newsletters, bulletins, intranet and informal networks. Use all communication channels that are available — presentations, team meetings, newsletters, bulletins, intranet and informal networks. Make sure communication is two ways. Build a feedback process where staff can raise issues/concerns. Feedback channels may include telephone hotlines, on-line issues registers or paper based opinion forms.

• **Assess the cultural landscape**: Successful change programs pick up speed and intensity as they cascade down, making it critically important that leaders understand and account for culture and behaviors at each level of the organization. Companies often make the mistake of assessing culture either too late or not at all. Thorough cultural diagnostics can assess organizational readiness to change, bring major problems to the surface, identify conflicts, and define factors that can recognize and influence sources of leadership and resistance. These diagnostics identify the core values, beliefs, behaviors, and perceptions that must be taken into account for successful change to occur. They serve as the common baseline for designing essential change elements, such as the new
corporate vision, and building the infrastructure and programs needed to

- **Address culture explicitly**: Once the culture is understood, it should be addressed as thoroughly as any other area in a change program. Leaders should be explicit about the culture and underlying behaviors that will best support the new way of doing business, and find opportunities to model and reward those behaviors. This requires developing a baseline, defining an explicit end-state or desired culture, and devising detailed plans to make the transition. Company culture is an amalgam of shared history, explicit values and beliefs, and common attitudes and behaviors. Change programs can involve creating a culture (in new companies or those built through multiple acquisitions), combining cultures (in mergers or acquisitions of large companies), or reinforcing cultures (in, say, long-established consumer goods or manufacturing companies). Understanding that all companies have a cultural center — the locus of thought, activity, influence, or personal identification — is often an effective way to jump-start culture change.

A consumer goods company with a suite of premium brands determined that business realities demanded a greater focus on profitability and bottom-line accountability. In addition to redesigning metrics and incentives, it developed a plan to systematically change the company’s culture, beginning with marketing, the company’s historical center. It brought the marketing staff into the process early to create enthusiasts for the new philosophy that adapted marketing campaigns,
spending plans, and incentive programs to be more accountable. Seeing these culture leaders grab onto the new program, the rest of the company quickly fell in line.

- **Prepare for the unexpected**: No change program goes completely according to plan. People react in unexpected ways; areas of anticipated resistance fall away; and the external environment shifts. Effectively managing change requires continual reassessment of its impact and the organization's willingness and ability to adopt the next wave of transformation. Fed by real data from the field and supported by information and solid decision-making processes, change leaders can then make the adjustments necessary to maintain momentum and drive results.

A leading U.S. health-care company was facing competitive and financial pressures from its inability to react to changes in the marketplace. A diagnosis revealed shortcomings in its organizational structure and governance, and the company decided to implement a new operating model. In the midst of detailed design, a new CEO and leadership team took over. The new team was initially skeptical, but was ultimately convinced that a solid case for change, grounded in facts and supported by the organization at large, existed. Some adjustments were made to the speed and sequence of implementation, but the fundamentals of the new operating model remained unchanged.

- **Speak to the individual**: Change is both an institutional journey and a very personal one. People spend many hours each week at work; many think of their colleagues as a second family. Individuals (or teams of
individuals) need to know how their work will change, what is expected of them during and after the change program, how they will be measured, and what success or failure will mean for them and those around them. Team leaders should be as honest and explicit as possible. People will react to what they see and hear around them, and need to be involved in the change process. Highly visible rewards, such as promotion, recognition, and bonuses, should be provided as dramatic reinforcement for embracing change. Sanction or removal of people standing in the way of change will reinforce the institution’s commitment.

Most leaders contemplating change know that people matter. It is all too tempting, however, to dwell on the plans and processes, which don’t talk back and don’t respond emotionally, rather than face up to the more difficult and more critical human issues. But mastering the “soft” side of change management needn’t be a mystery.

- **Training & Coaching**: Change requires new skills and knowledge. An integrated training strategy must be developed so that staff can learn the new procedures and systems over a sensible period of time.4

Training should be progressively done so that staff has adequate time to practice and embed the new skills they will need to use once a new process or system is introduced. Training should focus on both how to perform a process/use a system and how to maximize the benefit of this new facility to service customers and deliver business results. Training support can be in the form of workshops, reference guides, self-study modules or small coaching clinics depending on the nature of the change.
Coaches should be identified and given the necessary skills to support their teams in making the transition to the new environment. Coaches help reinforce formal training through small group skills practice and can also assess team members’ readiness for change and provide any additional training if required.

CHANGE AGENTS

While the project manager/owner sets strategy and business outcomes, it is change agents who make it happen. These are the people who take the strategy and translate it into achievable activities and goals with their teams. While the project manager/owner sets strategy and business outcomes, it is change agents who make it happen. These are the people who take the strategy and translate it into achievable activities and goals with their teams.

Change agents exist at all levels of the company – senior management team, managers, team leaders and interested staff members. In a call centre, the key change agent is the team leader. A change agent must:

- Communicate the change program vision, purpose and activities to their team and build knowledge and enthusiasm for the new work environment.
- Continually support staff in learning new processes or systems.
- Identify potential barriers to change and take steps to remove them.
- Provide a feedback loop back to the project manager.
- Encourage staff to make the transition from the old to the new.
SUMMARY

The overall view has been summarized on concepts of change, changes in the world industrial scene and the need for organizations across the globe to change. Various models such as Kurt Lewin model, Adkar model etc. have been discussed to understand the concept of change. An insight is provided into the changes taking place in manufacturing and service sectors. Finally various tools and techniques to help the companies for quick transformation have been elaborated.
REFERENCES


