Change Management in Organizations

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ABSTRACT:- To change something implies altering it, varying or modifying it in some way. Organizations change, or adapt, what they want to achieve and how. Some organizations change mainly in response to external circumstances (reactive change); others change principally because they have decided to change (proactive change). Some organizations are conservative in outlook, seeking little in the way of change, others are entrepreneurial in outlook, ever seeking new opportunities and new challenges. Some organizations are so constructed (even constricted!) that change, that is adaptation, is a slow and difficult process; others are designed with an in-built flexibility, enabling adaptation to take place regularly and relatively easily.

Change does not always imply innovation, that is, introducing something new, something novel, but this is the aspect of change most attractive to researchers and consultants. Innovation, therefore, forms the focus of most of this. However, there are some general points that can be made about the concept of organizational change. The first is that change is a process which is rarely contained by functional or specialist boundaries. Change is one part of an organization invariably affects people and processes in another part. Organizational change can influence, and be influenced by, several important features of organizational life - the organizational mission, Goals and strategy, Management Styles, its structure, current products, Services and processes, its people, knowledge, skills, Jobs/Roles and culture, decision/communication channels, and the nature of the technology employed. These organizational features are themselves affected by the external environment.

A second important point about change is that it can be triggered by any number of external and internal factors.

Key Words:- Change, adaption, behavior, change agents, organizations, proactive, influence, entrepreneurial , innovation, internal, external, environment, features, process, management style, triggers.

I.   INTRODUCTION:

Change: Change is to become or act different. Otherwise, to pass, switch or to transform from a state, from or situation to another. Change is a big responsibility.

To change something implies altering it, varying or modifying it in some way. Organizations change, or adapt, what they want to achieve and how. Some organizations change mainly in response to external circumstances (reactive change); others change principally because they have decided to change (proactive change). Some organizations are conservative in outlook, seeking little in the way of change, others are entrepreneurial in outlook, ever seeking new opportunities and new challenges. Some organizations are so constructed (even constricted!) that change, that is adaptation, is a slow and difficult process; others are designed with an in-built flexibility, enabling adaptation to take place regularly and relatively easily.

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A second important point about change is that it can be triggered by any number of external and internal factors.

External Triggers may include:
- Changes in demand for the organization's products or services (e.g as a result of changing consumer preferences, action by competitors, government etc).
- Threatening tactics of competitors (eg by aggressively cutting prices or producing an advantageous enhancement to a product or service).
- Arrival of a newcomer with a competing product or service.
- Take over of the business by a more powerful enterprise.
- Merger of the business with another.

- Failure of a key supplier to meet the organization's requirements.
- Changes in the terms of trade (eg currency exchange rates, tariffs etc).
- Inability to attract sufficient numbers of skilled employees.
- Development of new technologies now available for application.
- Political changes (e.g. new labor laws, changes in company law, taxation etc).

An important point concerning these external triggers is that some are less predictable than others, and therefore less open to planned (ie proactive) change.

Internal Triggers, which should, in theory, be more predictable indicators of change include the following:
- Planned changes in strategy as a result of revised mission or goals (themselves largely influenced by **external** considerations).
- Efforts to introduce culture changes (e.g. in Management style, collaborative working etc).
- Need to improve productive efficiency/make better use of resources.
- Need to improve the quality the quality of products or service
- Need to respond to the development of potential new products/services devised by Research and Development (R&D) or marketing department.
- Need to improve on systems
- Rules standards/systems for dealing with suppliers.
- Need to deploy people (the human resources) where they are most effective.

In facing up to these internal triggers of change, managements have to plan how they will respond to them. Some potential changes will have been announced well beforehand, and in these cases planning is taken care of proactively. Some changes will, however, be brought about by a crisis of some kind (e.g. the failure of a new product or supplier or even a key manager).In these latter cases, it may be impossible to plan in any detail, but only to respond re actively and urgently. Where key individuals or products are concerned, however, well organized enterprises will usually have a fall-back position in the shape of a "contingency plan". This may not be the ideal response, but at least it will prevent a crisis from turning into a tragedy of major proportions.

Other general issues concerning organizational change include resistance to change, the use of key individuals as agents of change, and the costs of implementing change. It is vital that managers planning changes should acknowledge that some resistance will be unavoidable. Individuals at every in the organization are potentially liable to feel threatened by change, and thus change must be "sold" to those affected by it. All change will incur some **direct costs** (eg equipment costs, relocation costs, recruitment costs, and possible redundancy payments). There will also be **indirect costs**, such as communicating the changes to employees, providing appropriate training, and temporarily redeploying   key managers and staff on change projects. A final comment on costs is that it may be important for an organization to consider what might be the costs of **not** introducing proposed changes.

Resistance to Change

There is not much point in **"change for change's sake",** and most people need to be persuaded of the need to change. Some people fear it. The reality is that every human grouping has some forces within it which keep it together and provide it with stability, and others which provide it with a reason to change or adapt. According to Kurt Lewin (1951) classic notion of "Force -Field Theory", All behavior is the result of an equilibrium between two sets of opposing forces (what he calls **"driving forces" and "restraining forces"**). Driving forces push one way to attempt to bring about change; restraining forces push the other way in other to maintain the status quo. Human beings tend to prefer to use driving forces to bring about change. They want to "win" by exerting pressure on those who oppose them, but, the more one side pushes, the more the other side resists, resulting in no change. The better way of overcoming resistance, therefore is by focusing on the removal, or at least weakening, of the objections and fear of the resisting side. Thus the initial policy should be not " How can we persuade them of our arguments for change", but rather, "What are their objections/fears, and how can we deal with them".

Kurt Lewin developed a three-stage approach to changing behaviour , which was later adapted by Edgar Schein (1964). This comprises the following steps:
- **Unfreezing existing behaviour** (ie gaining acceptance for change).
- **Changing Behaviour** (ie adopting new attitudes, modifying behaviour) . This usually requires a change agent.
- **Refreezing new behaviour** (ie reinforce new patterns of thinking/working).

The Unfreezing stage is aimed at getting people to see that change is not only necessary but desirable. The change stage is mainly a question of identifying what needs to be changed in people's attitudes, values, and

actions, and then helping them to acquire ownership of the changes. The role of a change agent (ie a person who is responsible for helping groups and individuals to accept new ideas and practices) is crucial at this stage. The refreezing stage is aimed at consolidating and reinforcing the changed behaviour by various support mechanisms (encouragement, promotion, participative
management style, more consultation etc).

CHANGE MANAGEMENT PROCESS
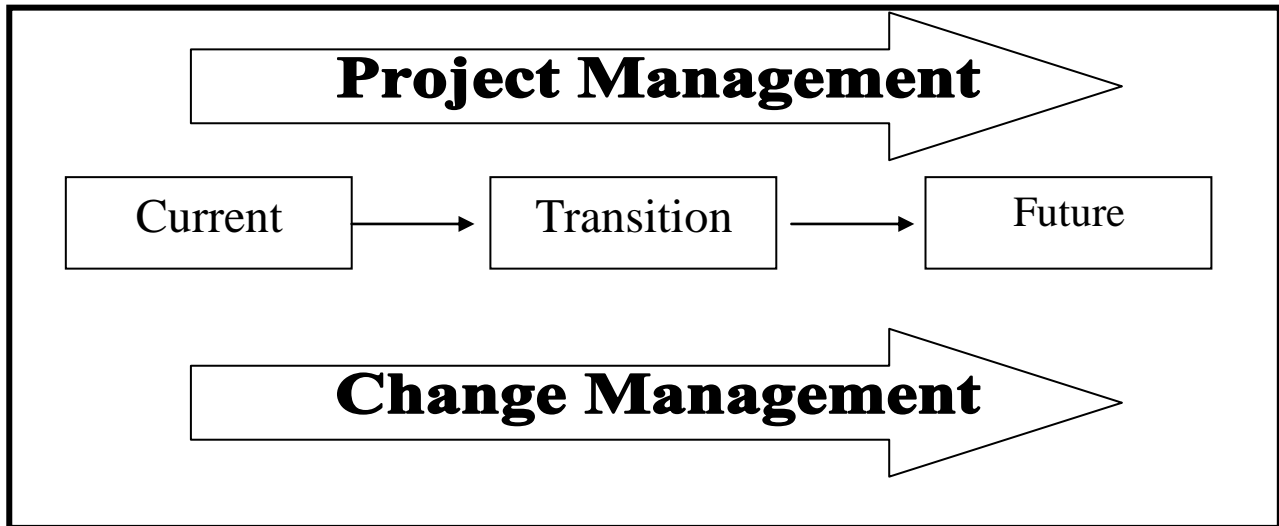
Change management engagement depends on the amount of disruption created in individual employees' day – to- day work. It also, depends on the organization's attributes, such as culture, value, system and History with past changes.

Change Management Planning Activities
- Crafting key messages that must be communicated to stakeholders
- Working with project sponsors to build strong and active coalitions of senior leaders.
- Making the case of why the change needed to employees throughout the organization, even before the specific details of the solution are complete.

Example of Changes:

Element	Goal or objectives
The change	To improve the organization in some fashion, such as reducing costs improving revenues, solving problems, seizing, opportunities, aligning work and strategy or streaming information flow within the organization
What to do in change management	To apply a systematic approach for helping the individuals impacted by "the change" be successful by building support, addressing resistance, and developing the requires knowledge and ability to implement the change (managing the people side of the change)

TEN (10) PRINCIPLES OF CHANGE MANAGEMENT
1. Lead with the culture
2. Start at the top
3. Involve every layer of staff
4. Make the rational and emotional case together
5. Act your way into new thinking
6. Engage, Engage, Engage
7. Lead outside the lens
8. Leverage formal solutions
9. Leverage informal solutions
10. Assess and adapt

Lead with the culture: Skilled change managers, conscious of organizational change management best practices, always make the most of their company's existing culture bearing in mind the widespread recognition of culture's importance. Instead of trying to change the culture itself, they draw emotional energy from it. They

tap into the way people already think, behave, work, and feel to provide about to the change initiative. To use this emotional energy, leaders must look for the elements of the culture that are aligned to the change, bring them to the fore ground, and attract the attention of the people who will be affected by the change.

Start the Top: Although it is important to engage employees at every level early on to minimize resistance, all successful change management initiatives start at the top, with a committed and well-aligned group of executives strongly supported by the chief Executive officer (CEO). This alignment cannot be taken for granted. Rather, work must be done in advance to ensure that everyone agrees about the case for the change and the particulars for implementing it.

Involve Every Layer: Strategic planners often fail to into account the extent to which midlevel and front line people can make or break a change initiative. The path of rolling out change is immeasurably smoother if these people are tapped early for input on issues that will affect their jobs. Front line people tend to be rich repositories of knowledge about where potential glitches may occur, what technical and logistical issues need to be addressed, and how customers may react to changes. In addition, their full-hearted engagement can smooth the for complex change initiatives, whereas their resistance will make implementation an ongoing challenge. Planners who resist early engagement at multiple levels of the hierarchy often do so because they believe that the process will be more efficient if fewer people are involved in planning. But although it may take longer in the beginning ensuring broad involvement saves untold headaches later on. Not only does more information surface, but people are more invested when they have had a hand developing a plan. One common aphorism in change management is "you have to go slow to go fast"

Make the Rational and Emotional Case Together:

Leaders will often make the case for major change on the sole basis of strategic business objectives such as "we will enter new markets" or we will grow to percent a year for the next three years". Such objectives are fine as far as they go, but they rarely reach people emotionally in a way that ensures genuine commitment to the cause. Human beings respond to calls to action that engage their hearts as well as their minds, making them feel as if they are of something consequential.

Act your way into new thinking: Many change initiatives seem to assume that people will begin to shift their behaviors once forms elements like directives and incentives have been put in place. People who work together on cross functional teams will start collaborating because the lines on the chart show they are supposed to do so. Managers will become clear communicators because they have a mandate to deliver a message about the new strategy.

Leaders of a major global manufacturer seeking to escape bankruptcy believed the company had lost touch with customers because of entrenched problems in its culture. Managers operated in an overly layered system without much accountability. They were ponderous, risk averse, insular and prone to spending time on approvals and office politics. Instead of implementing a dramatic, full-scale turnaround, the change team demanded that leaders adopted three specific behaviors:

- Make major, visible decisions in days instead of weeks or months
- Spend time with people at the front line leadership (supervisory) level, asking for their input and engaging them in frank discussions.
- Ensure the middle and lower ranks have direct contact with real-life customers.

Because these behavior shifts were both limited and clearly spelled out, they were implemented quickly. Leaders were asked to act "as if" the organization did things this way, rather than trying to think their way out of old ways of being. These behaviors accelerated the company's passage out of bankruptcy, which occurred ahead of schedule.

Engage, engage, engage: Leaders often make the mistake of imagining that if they convey a strong message of change at the start of an initiative, people will understand what to do. Nothing could be further from the truth. Powerful and sustained change requires constant communication, not only throughout the roll out but after the major elements of the plan are in place. The more kinds of communication employed, the more effective they are, and these multifaceted and ongoing communications effort will keep the message alive, giving every employee and understanding of the change and a stake in the outcome.

Lead outside the lines: Change has the best chance of cascading through an organization when everyone with authority and influence is involved. In addition to those who hold formal positions of power – the company's recognized leaders – this group includes people whose power is more informal and is related to their expertise, to the breath of their network, or to personal qualities that engender trust.

These are called informal leaders "special forces". They can be found throughout any organization. They might include a well-respected field supervisor, an innovative project manager or a receptionist who has been at the firm for 25 years. Companies that succeed at implementing major change identify these people early and find ways to involve them as participants and guides. There are three distinct kinds of informal leaders:

- **Pride Builders**: Are great at motivating others and inspiring them to take pride in their work. People influenced by them feel good about working for the organization and have a desire to go above and beyond.
- **Trusted nodes:** Are go –to people. They are repositories of the organization's culture. The y are the ones approached by people who want to know what's really happening in the organization for example, when they are trying to figure out if those leading a change initiative are actually going to follow through.
- **Change or culture ambassadors**: Know, as if by instinct, how to live the change the organization is making. They serve as both exemplars and communicators, spreading the word about why change is important.

Leverage formal solutions: Persuading people to change their behavior won't suffice for transformation unless formal elements such as structure, reward systems, ways of operating, training, and development – are redesigned to support them; many companies fall short in this area. Those involved should be debrief, a formal mechanism must be in place to support or reward participation, leaders should enact substantial policy changes like compensation mechanism taking into account the contributions made by those who train others to achieve the change.

Leverage informal solutions: Even when the formal elements needed for change are present, the established culture can undermine them if people revert to long – held but unconscious ways of behaving. This is why formal and informal solutions must work together.

A top-tier technology company was trying to inculcate a more customer – centric mind-set after a decade focused on relentlessly cutting costs. Survey diagnostics revealed significant customer dissatisfaction with the quality of the company's products, which were too often released into the market place with significant flows. A set of new procedures was put in place along with metrics to- identifying gaps in product development, process quality controls and cross – teaming at the front lines.

But one of the most powerful solutions was purely cultural and informal –changing the informal motto that governed front line decision making. The slogan of the cost-cutting era, "ship by any means," was replaced by a new aphorism: "if it's not right don't ship it."

Pride builders were enlisted to instill the message that everyone need to prevent flared products form going out, even if that meant pulling products apart to check them or slowing down production. By asking people at every level to be responsible for quality-and by celebrating and rewarding improvements-change leaders were able to create an ethic of ownership in the product and vanquish the old ethic: "We just do what we're told."

Assess and Adapt: The strategy And/Katzenbach center survey revealed that many organizations involved in transformation efforts fail to measure their success before moving on. Leaders are so eager to claim victory that they don't take the time to find out what's working and what's not, and to adjust their next steps accordingly. This failure to follow through results in inconsistency and deprives the organization of needed information about how to support the process of change through its life cycle.

A global consumer products company had made a far-ranging commitment to lowering costs. Leaders designed a robust change template and implemented it widely; the metrics indicated that they were succeeding. But the company wanted to be sure that people understand the ongoing nature of this commitment. So they rolled out a series of pulse surveys and convened focus groups to describe the case for change and the new behaviors required of everyone. The first round of surveys found that only 60 percent of respondents understood the message. The company then –called on informal leaders to play a bigger role in evangelizing for the initiative. They continued to run these surveys and focus groups to measure the result until a more sizable majority of the staff had shown they were prepared.

Change management is a road discipline that involves ensuring change is implemented smoothly and with lasting benefits, by considering its wider impact on the organization and people within it. Each change initiative you manager or encounter will have its own unique set of objectives and activities, all of which must be coordinated. Professor Akalegbere.

STAKE HOLDER ANALYSIS (SA)

Assessing what to change and how to change successfully are daunting management tasks. Often top management recognizes the need for change. But pin pointing the precise nature of change can be extremely complex. So how can organizations identify the sources of change influencing organizations, managers and employees? And how can organizations secure the support of key stake holders?

To correctly identify and understand change, a collective view of activities, skills, resources and infrastructure needs to be considered. Analytical techniques and modeling frame works are increasingly used to aid the identification of change. Once identified, change programs or reforms must secure the buy in and support of stake holders –all those impacted/affected by the change.

Complexity of Identifying and Managing Change

Identifying changer is in itself a very complex task. It is particularly complex in the business environment we operate in where external inter-dependencies are high: Inter – dependencies with various stake holders – strategic partners, supplies, customers and even competitors.

But unless change is identified correctly disastrous consequences can result, business performance can deteriorate the work force become highly de-moralized and stake holder relations stained. High performance organizations are therefore investing significant resources into analytical techniques and business mapping methodologies to obtain an objective, high-level, and prioritized view of what has to change within an organization.

A Business Mapping analysis is Beneficial for:
- Complex, inter-dependent organizations
- Organizations with a number of diverse stake holders with conflicting pulls.
- Organizations ready for substantial changes (in terms of culture, management capability, work force flexibility)
- Organizations where a strong sponsor (change champion) is in charge
- Organizations where competing operational charge priorities exist
- Organizations where organizational processes and resources are hidden and difficult to leverage.
- Organizations where IT and Business priorities are not aligned.

Stake holders

Pro-actively engaging stake holder is an important part of successful change management. Unless you have the backing of stake holders your change management efforts can fail. They may even be opposed by stake holders.

Stake holders are parties that have an interest in the change, whether they are the targets of the change, managers, customers, suppliers or interested parties (All those impacted / affected by the change process).

Key stake holder:

A key stake holder is a stake holder whose interest in the project must be recognized if the project is to be successful. In particular, those who may be positively or negatively affected during the project or upon successful completion of the project.

Non-key Stake holder:

A non-key stake holder is a stake holder who does not need to be recognized in order for the project to be successful, but will be identified as a result of the process of identifying all stake holders.

A stake holder then is any entity with a declared or conceivable interest or stake in a proposed change program or reform. The range of stake holders relevant to consider for analysis varies according to the complexity of the change targeted and the type change proposed and, where the stake holders are not organized, the incentive to include them.

Stake holders can be of any form, size and capacity. They can be individuals, organizations, or unorganized groups. On large scale change programs and reforms, stake holders can be as diverse as the following groupings:
1. International actors (e.g. donors), national or political actors (e.g. legislators, governors).
2. Public sector agencies interest groups (e.g. Unions, medical associations).
3. Commercial/Private for – profit, non-profit organizations (NGOs Founders), civil society members, and users / consumers. But for most organizational change programs, stake holders are employees, managers, customers, Suppliers and strategic partners.

Important Stake holder Attributes

Four major attributes are important for stake holder analysis:
- The stake holders' position with regards to the change
- The level of influence (power) the holder
- The level of interest they have in the specific reform
- The group / coalition to which they belong or can reasonably be associated with

The above attributes are identifies through various data collection methods, including interviews with experts knowledgeable about stake holders or with the actual stake holders directly.

The level of influence depends on the quantity and type of resources and power the stake holders can marshal to promote its position on the reform/change. The level of interest is the priority and importance the stake holder attaches to the reform area.

Broadly, these attributes signal the capability the stake holder has to block or promote change, join with others to form a coalition of support or opposition, and lead the direction/discussion of the change. "A lack of stake holder management is one of the Key reasons why change programs fail, so understanding them, their attributes (e.g. influence, power, interest etc), and ensuring they are addressed in all plans and activities is critical".

Stake holder Analysis

Stake holder analysis is a technique used by organizations to assist in making decisions about who to involve, and how to involve them. For any decision or action, a stake holder is anyone who is affected by, or can influence that decision or action. With information on stake holders, their interests, and their capacity to oppose change, change advocates can choose how to best accommodate them thus ensuring that changes embarked on are politically realistic and sustainable.

Stake holder Analysis (SA) is also a methodology for incorporating the needs of those who have a "slake" or an interest in the reforms /changes under consideration. Viewpoint of stakeholders may be widely varying and they may provide valuable perspectives and insights not apparent to you. Stakeholder Analysis can therefore be viewed as a vehicle for identification of change. In particular, customer input can be invaluable. Stakeholder analysis can be performed by one individual, but it is more effective if a diverse small group undertakes it.

Stakeholder analysis provides a detailed understanding of the political, economic and social impact of reform /change on interested groups, the hierarchy of authority and power among different groups and actual perceptions of the change among different groups, all of which are important for change advocates to consider.

Timing

Ideally key stake holders should participates in the identification of change (using tools such as brain storming, interviewing, interviewing, cause-and-effect analysis etc). however, even if the purpose of stake holder Analysis is merely to obtain buy-in commitment, or to minimize opposition , stake holder should be involved early to assure the usefulness of the results for change programs.

In most cases, stake holder Analysis should precede the finalizing of change proposals. In early stages of formulating the change program stakeholder Analysis can help gauge the likelihood of acceptance and sustainability of anticipated changes. By initiating stakeholder Analysis prior to the introduction of the change and continuing to modify the change proposal during the design process, potential obstacles to implementation and results can be avoided.

"When used at the right time, stakeholder Analysis provides invaluable input for change strategies in overcoming opposition, building coalitions, and channeling information and resources to promote and sustain changes".

Stakeholder Data Collection

Several methods can be employed to collect data on stakeholders in a comprehensive and efficient manner. One method of collecting data is to conduct interviews directly with the stakeholders involved in the specific areas of change. The second method is to interview experts who are knowledgeable about the issue, its potential impact and the important stake holders involved in the area concerning change. A sales manager, for example, might be a suitable "expert" to interview to gauge likely customer reactions/support opposition etc.

Broad, all-inclusive interviews will lead to an effective stakeholder Analysis process. The content and questions of the interviews should focus on background information on the change process, Information that identifies key stakeholders form a variety of groups in the change process, and clarifying assumptions about stakeholder's power and interest in the decision-making process. The number of interviews is determined by the research team, taking into consideration scope of change, field conditions and logistical constraints (e.g. sensitivity, access, time, budget, etc).

Plan Strategies

Plan your strategies for approaching and involving each person or group. Use your estimates on attitude and influence to help you to do this. Capture your strategy/actions. It usually takes the form of obtaining more information, or of involving the stakeholder in the planning for the change.

A low confidence rating on attitude and influence indicates a need for more information. On some occasions you will choose to approach the person concerned. On other occasions you may instead approach someone else who can be assumed to know about the person's attitude or influence. (On occasion, you may want to obtain some of this information before a completing the Analysis.)

In general, high influence indicates a need to involve the person in some way. Or, if you choose not to do this, and they are opposed, you may choose to find some way to neutralize their influence. The people or groups who require most attention is those who are influential and opposed.

For involvement decide the extent, for example:

1.   Involved only as in formats
2.   Consulted
3.   Directly involved in decision-making
4.   Involved as co-researchers and co-actors
5.   Other similar categories.

Where the stakeholder is a group rather than an individual, you will probably want to include in your decision the style of participation appropriate: For example, direct participation or representation.

Influence is defined as the extent to which a stake holder is able to act on change initiatives and affect change program outcomes. Influence is a measure of the power of the stakeholder. Importance is defined as the extent to which a stakeholder's problems, needs and interests are affected by the change program, and its desired outcomes. Where stakeholders are both important and influential, then they are primary stakeholders and must by fully engaged in the change program, if it is to succeed.

Where stakeholders are either important or influential, then they are secondary stakeholders and need to be actively managed during the change program.

II.   CAUSE AND EFFECT ANALYSIS

In change management, problem analysis and management tools are crucial to success. The purpose of the cause –and –Effect Analysis is not to find solutions, but to determine the root cause of problems. It is an analysis technique that is frequently used by external change consultants not just to find the cause of problems, but also quickly become aware of the customer's situational context and issues.

Cause-and Effect Analysis is also variously known as the fishbone diagram, root cause analysis, and the Ishikawa diagram, named after his its originator Kaoru Ishikawa, the Japanese quality pioneer. It is often called the Fishbone diagram because the diagram resembles that of a fishbone.

"Put simply, cause-and Effect Analysis is brainstorming in a structured format. The technique uses graphical means to relate the cause of a problem itself, in other words, to determine cause and effect. The diagram focuses on the causes rather than the effect. Because there may be a number of causes for a particular problem, this technique helps us to identify the root cause of the problem in a structured and uncomplicated manner. It provides a method of taking all the jumbled –up ideas we have and arranging them so we can use a systematic approach to improvement. It also helps us to work on each cause prior to finding the root cause".

Cause-and –Effect Analysis is a technique that you can use on your own or with groups of people. However, in the context of change management and complex problem solving it should be carried out as a team or group activity to get ideas from as many people as possible. Leadership of the group is important. A leader should be nominated (e.g. project manager, external change consultant, changer leader etc), who will facilitate and moderate the whole process.

Essentially the idea is to start with a definition of the problem, and to ask why this is happening. For each answer, ask why? Again. Do this repeatedly to build up a picture of the different factors that are influencing the performance.

When worked on as a group, everyone tends to gain some new knowledge. Cause-and Effect diagrams encourage new ideas about causes of problems by helping the group think about different categories of causes. The cause –and Effect diagram also indicates how much we know about our process. If the diagram is full, we know a lot about our process. If it is sketchy, chances are we don't have a god understanding of our process. Cause-and –Effect diagrams should be living documents. That is, we should actively seek causes of problems and add to the diagram as time goes on.

'Cause-and-Effect Analysis shows the relationship between an effect and possible sources of variation for this effect (causes).

In the context of change management, the effect could be a problem that needs to be solved, or it could be a goal to-improve performance in some way"- Professor Akalegbere.

When to use and when not to use cause-and Effect Analysis:

When to use it: You may find it helpful to use the fishbone diagram in the following cases:

•   To analyze and find the root cause of a complicated problem
•   When there are many possible causes for a problem
•   If the traditional way of approaching the problem (trial and Error, trying all possible causes, and so on) is very time consuming.
•   The problem is very complicated and those directly involved cannot identify the root cause.

When not to use cause-and –Effect Analysis

The fishbone diagram isn't applicable to every situation. Here are just a few cases in which you should not use the fishbone diagram because the diagrams either are not relevant or do not produce the expected results:

- The problem is simple and /or can be isolated to one area- (few dependencies in problem domain).the team size is too small for brainstorming.
- There is a communication problem among the team members.
- There is a time constraint or there are insufficient resources for brainstorming.

CHANGE AGENT

Change is inevitable in the history of any organizations. Organization that do not change or keep pace with the changing environment suffer from entropy and soon become defunct. Organizations have an internal environment, but exist in an external environment. The internal environment is in terms of the task, structure, technology, social (people) and economic variables, while the external environment is in terms of the larger social, political, economic and cultural factors. To function effectively, organizations have to achieve an equilibrium within the internal variables in active interaction with each other and also with the external environment. However this equilibrium is not static but dynamic. Hence organizations have to modify and change to adapt to the changing internal and external environment. Thus no organization can stand still and "tread water" for very long.

Different people have given different definitions. A few have been reproduced below :

"Persons who act as catalysts and assume the responsibility for managing change activities."

"People who stimulate, facilitate and co-ordinate change within a system while remaining independent of it." — *Newstorm and Davis*

"Persons who act as catalysts and assume the responsibility of managing change activities in an organization." — *Robbins, P. Stephen.*

Managers, non-managers, employees and outside consultants can be change agents

ROLE OF CHANGE AGENT

Change agents have diverse roles. They create a state conductive to change and also produce desired change.

Some professionals consider three main roles of change agents, of course somewhat overlapping and with varying focus and emphasis. These three main or primary roles are:

Consultant;

Trainer; and Researcher.

These three roles are have been briefly described below :

Consultant

A Consultant is a professional (internal or external) who applies behavioral Science knowledge in an ongoing organization (or client system) with clear objectives of managing change and improving effectiveness.

A consultant is a professional assisting managers and organizations in achieving organizational purposes and objectives by solving management and business problems, identifying and seizing new opportunities, enhancing learning and implementing changes.

According to Curtis Mial : "The Consultant may serve as the exhaust value, enabling the client to let off steam : as the ignition to spark action; as the accelerator to buildup momentum; as the break for too quick action; as the radiator absorbing some of the heat of the controversy; as the shock absorber when the going is rough; or as the fog lamp when the future is hazy. The Consultant may fulfill a variety of functions, but one thing he/she is not the driver".

If we see the definition, we find that 'Change agents' and 'Consultants' have many roles in common, and that's why, these two words are used interchangeably.

The role of a Consultant may be 'content role', 'process role' or a combination of both. In other words, a Consultant may have 'Task orientation', 'Process orientation' or a combination of both.

In the fully 'Task oriented' or 'Technical expert' role, the Consultant identifies / verifies the problem as an 'expert' or through an expert, helps in problem solving by giving his/her ideas and opinions. His/her involvement is temporary and confined to specific problem solving, relationship with client short-term and problem focused.

In 'Process oriented' consultation, the Consultant is a Process facilitator not a solution (context / content) provider. He helps problem identification and verification by sensing and facilitating expression of feelings and attitudes, helps in problem solving not by providing (solutions / contents) but by enhancing problem identification and solving capability. The involvement, in Process Consultation, is with people and groups in the organization, relationship is personal, involved, process oriented and of long term perspective.

The Consultant's role will merge with the role of 'Change agent' ultimately.

Trainer

A Change agent needs to be a trainer and educator. He has to educate people on the need and importance of change using a variety of methodologies — lectures, presentations, films, group discussions, role-plays and instruments, cases and experiential learning etc.

The trainer role is most widely and intensively used at all stages of a change project : unfreezing, changing (intervening) and refreezing.

Training is required for enhancing knowledge, skills and change in behavior , attitudes and beliefs. Training is used both in 'content orientation' and 'process orientation'.

The Change agent, many times has to provide instruction, information on other kinds focused learning opportunities for the client. In many helping situations, particularly when the client is expected to acquire competence in certain areas, the ability to train and educate is indispensable. A Change agent must be able to assess training needs, write learning objectives, design learning experiences and educational activities and use a variety of training / learning techniques for transfer of learning.

Researcher

A Change agent has to carry out some research activities for the purpose of generating valid information prior to and during the change process. Data collection, diagnosis, generation of new behavioral science knowledge, evolving best strategies for change by assessing alternatives and the important stages in a change project where the Change agent has to be a Researcher. Useful hypothesis are to be formulated and tested. A Change agent also searches and studies literature, new developments and experiences of past interventions.

Change agents also generate new, useful knowledge about the process of change, about specific change methods or techniques about specific changes of a technical, structural, or process nature, or about the means of resolving certain problems.

Goodstein and Pfeiffer consider managing change as a problem solving activity, and enumerate five roles of a Change Agent :

– Catalyst;
– Process Helper - Facilitator;
– Solution provider;
– Resource Linker;
– Stabilizer

Catalyst

'Resistance' is most common response to any change effort; therefore one of the tasks of the Change agent is to break the inertia by causing dissatisfaction with the status quo. Change agents sense the hidden problems and get dissatisfied with the status quo; start challenging the usual status or way of doing things and, thus, gradually intensify the need for change. They use statistics, facts, examples, projections, comparisons for drawing attention to the need of change. By sensitizing people, they make them move toward systematic steps in the change process.

Process Helper

A process helper / Facilitator, is a person who is acceptable to members of the group, substantially neutral, with no decision-making authority, intervenes to help the group improve the way it defines and solves the problems and make decisions in order to increase the group effectiveness. To intervene means — to enter within an ongoing system for the purpose of helping those in the system. Their main task is to help the group increase its effectiveness by improving the process. 'Process Consultation' is based on this role.

III. CONCLUSION/RECOMMENDATION

This study investigated the inevitability of change in organizations and the important roles change Agents play to make changes happen in organizations.

Change is inevitable in the history of any organizations. Organization that do not change or keep pace with the changing environment suffer from entropy and soon become defunct. Organizations have an internal environment, but exist in an external environment. The internal environment is in terms of the task, structure, technology, social (people) and economic variables, while the external environment is in terms of the larger social, political, economic and cultural factors. To function effectively, organizations have to achieve an equilibrium within the internal variables in active interaction with each other and also with the external environment. However this equilibrium is not static but dynamic.

Change agents have diverse roles. They create a state conductive to change and also produce desired change as they help the group increase its effectiveness by improving the process.

This paper recommends that organization must embrace change to survive in the changing world. Organization that do not change or keep pace with the changing environment suffer from entropy and soon become defunct Organization.

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