

LiveMind Organizational Change

The Role of Leadership	There is a marked difference in the orientation between management and leadership. While management is concerned with order and consistency, leadership is concerned with change.
Management	Deciding what needs to be done through a process of goal setting, planning, budgeting, and allocating resources.
Leadership	Focuses on setting direction and developing the strategies necessary to move in that direction.
Contingency Theory	Organizations that operate in relatively stable and unchanging environments tend to have more highly structured and form internal arrangements than organizations that operate in unstable environments.
Mechanistic	Rigidly defined tasks; strict hierarchy of authority and communication; centralized knowledge and control.
Organic	Tasks adjusted as required; less adherence to formal authority and rules; decentralized knowledge and control.
The Change Process	The organization should develop a change strategy and then measure their progress against the plan. The plan should then be adapted based on feedback and/or in response to unintended consequences.
Recognize need...	and start change process. The recognition that external events or internal circumstances require a change to take place.
Diagnosis	Review the present state, identify the future state, and refine the quality of the vision.
Plan and prepare to change	Analysis of the present and future state will identify a list of things that will need done to actualize the change.
Implement the change	The focus shifts from planning to action as we implement the change, with attention on monitoring and controlling.
Sustain the change	Involves making the change stick, and then spreading these gains across the organization.
Review progress and feedback	Adapt the plan as necessary to respond to unforeseen consequences.
Manage the people issues	Power, politics, and stakeholder management; leadership; communication; motivation; support; and mode of intervening
Communication Strategies	The strategies at the extremes are the least effective and the most effective is underscore and explore. This is because it incorporates aspects of tell and sell with identify and reply to shape the change agenda and respond to concerns.
Spray and pray	Based on the assumption that more information is better, and that employees will be able to "filter" the noise.
Tell and sell	Communicates a limited set of messages that address the core issues related to the change.
Underscore and explore	Focuses attention on a limited set of fundamental issues, but gives others the creative freedom to explore implications.
Identify and reply	A reactive approach that focuses on listening and then responding to the concerns of organizational members.
Withhold and uphold	This strategy involves withholding information until necessary, with change managers upholding the party line.
Open Systems Theory	Focuses on the interrelated components between the organization and the larger system it is embedded in (i.e., environmental conditions) that are causing the need for adaptation. It is a quest for internal and external alignment.
Embedded within a larger system	Organizations are dependent on the larger environment for resources, information and feedback.
Able to avoid entropy	Through the exchange of matter, energy and information with the larger environment, entropy can be avoided.
Regulated by feedback	Information about outputs is used to regulate inputs, since changes in any one component can affect other components.
Subject to equifinality	The same outcomes can be produced by configuring the system in different ways.
Cyclical in mode of functioning	Events are patterned and tend to occur in repetitive cycles of input, throughput, and output.
Equilibrium seeking	Open systems tend to gravitate to a state where all component parts are in equilibrium and a steady state exists.
Bounded	External boundaries regulate the flow of information, energy and matter; internal ones regulate inputs and outputs.
Future Shock	The information overload that results from the accelerated rate of technological and social change, which leaves people with the individual and personal perception that there has been too much change in too short a period of time.

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Organizational Change was assembled by Robert Weidner, and is based on:

The Theory and Practice of Change Management (Third Edition), written by John Hayes.

The Heart of Change: Real Life Stories of How People Change Their Organizations, written by John P. Kotter and Dan S. Cohen.

The Satir Model: Family Therapy and Beyond, written by Virginia Satir.

Lewin's 3-Step Change Model	Managing change involves helping an individual, group or organization, unfreeze or unlock from the existing level of behavior, move to a new level, and refreeze behavior at this new level.
Unfreezing	Destabilize environment and ready the change: driving forces should be emphasized and restraining forces weakened.
Moving	Shift to a new level by modifying attitudes, beliefs, processes, systems, and structures.
Refreezing	Review the change, measure progress, and fine-tune the ongoing effort. Reinforce the change to avoid regression.
Kotter's 8-Step Process for Leading Change	The central issue at the heart of change is never strategy, structure, culture, or systems. Instead, it's always about changing the behavior of people, and this only happens if you speak to their feelings instead of their thoughts.
Increase urgency	People start telling each other, "Let's go, we need to change things!"
Build the guiding team	A group powerful enough to guide a big change is formed and they start to work well together.
Get the vision right	The guiding team develops the right vision and strategy for the change effort.
Communicate for buy-in	People begin to buy into the change, and this shows in their behavior.
Empower action	More people feel able to act, and do act, on the vision.
Create short-term wins	Momentum builds as people try to fulfill the vision, while fewer and fewer resist change.
Don't let up	People make wave after wave of changes until the vision is fulfilled.
Make change stick	New and winning behavior continues despite the pull of tradition, turnover of change leaders, etc.
McKinsey 7S Model	There are seven interrelated elements of an organization that -- when aligned -- contribute significantly to organizational effectiveness.
Strategy	Purpose of the business and the way the organization seeks to enhance its competitive advantage.
Structure	Division of activities; integration and coordination mechanisms; nature of informal organization.
Systems	Formal procedures for measurement, reward and resource allocation; and informal routines for communicating, etc.
Staff	The organization's human resources, its demographic, educational and attitudinal characteristics.
Style	Typical behavior patterns of key groups, such as managers and other professionals, and the organization as a whole.
Shared Values	Core beliefs and values that influence orientation towards customers, employees, shareholders, and society at large.
Skills	The organization's core competencies and distinctive capabilities.
The Satir Model	Based on clinical studies of how people psychologically react to change, from the introduction of the foreign element, to acceptance and establishment of the new status quo.
Late status quo	The point at which the foreign element is introduced.
Resistance	The stability of traditional power structures becomes threatened, prompting members to resist, or cast blame.
Chaos	The loss of identity increases anxiety and makes members feel vulnerable as they enter the unknown.
Integration	A transforming idea emerges that demonstrates the benefit of the foreign element, and new relationships begin to form.
New status quo	The system stabilizes at a higher level than it was prior to the introduction of the foreign element.