MANAGING CHANGE IN WORKPLACE THROUGH ETHI

MOD.6

ORGTN CHANGE

- IMPLEMENT NEW PROCEDURE
- NEW TECHNOLOGY
- OBJ-TO BETTER THE WORK AS PER CHAN DEMANDS IN ENVT
- TO SURVIVE AND SUCCEED

WHERE IS CHANGE TARGETED

- To improve performances of
- Human resources
- Functional resources- mktg, fir operations
- Techno resources

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What determines change? (in

External

- Techno
- Market conditions
- Social changes
- Laws and policy changes
- Globalisation
- Economic conditions
- · Diversity in workforce

Internal

- Management cha
- Problems in exist structure
- Work climate cha
- Changes in e/e expectations

Ethics of managing change

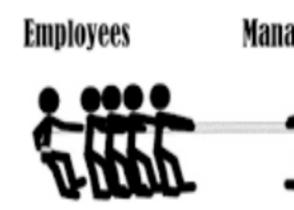
- If people were left to their own.. What we have happened..
- Will they all act in the same way as exp by management?
- If it maximises efficiency and productivit feasible (ex.: google)
- Mgrs will confront ethical dilemmas managing orgtn transformation

Ethical issues in change mg

- Who determines the need for change?
- Is it consistent with the wishes of e/e public?
- Is it both ethical and effective? (ex: policies-shape up or ship out)
- Is it leading to dehumanising?
- Is It suppressing one's liberty?

Resistance to change

- Kind of behavior
- Acted out by change recipients
- To slow down or prevent an intended change





Why resist to change? (imp

Individual

- Habit
- Economic factors (income loss)
- Selective info processing (imagination)

Organisational

- Power & conflict (inter or intra dept)
- · Orgtnl culture
- Functional differences (own diff reasons)

Group

- Group nor
- Cohesiven (belonging
- Escalation commitme

Managing resistance to chan

- Clearly define goals
- Involve employees in change process
- Speak up to e/e- know their feelings
- Delegate
- Expand commu channels (written/ personal)
- Positive attitude
- Reward e/e

Ethics-based model for change r (imp)

- Define the reqd change
- Evaluate the change from ethical perspe
- Ethical change= defined change+ com ethics of stakeholders
- 4. Communicate the defined ethical change
- 5. Implement the change
- Re-evaluate get feedback
- 7. If positive- celebrate, if negative- reviews step 1-5

Ethics and Risks of change m

- Can all the change defined be successful
- Or will it make the situation worse?
- Salient risk factors:
- Resistance
- Leadership
- Interferences
- Forcing change
- Data loss

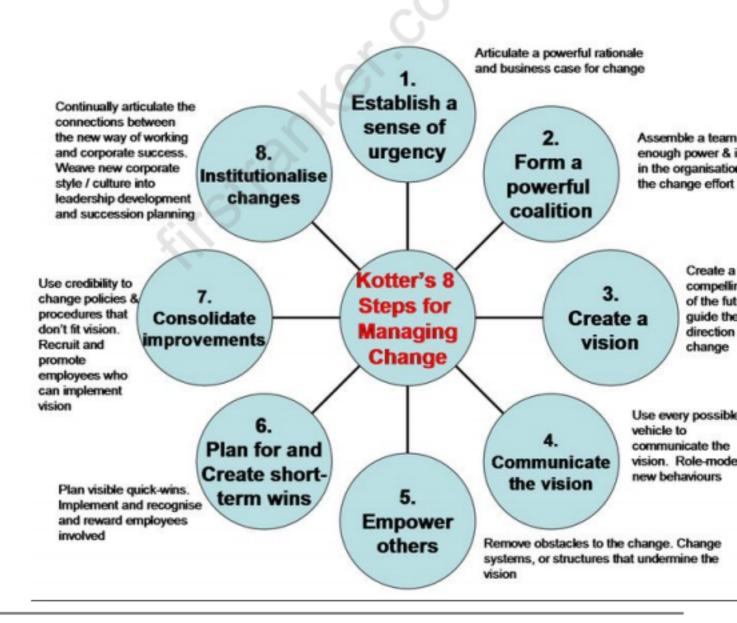
Lewin's change model

Kurt Lewin force field theory

- Change- stop existing, adopt new
- · Change- driven by motivation
- People- key / centre of change
- Generally resist even if beneficial
- Outline, encourage and reward









Burke-Litwin model

First order change- Transactional (green) Second order- Transformation External **Environment** Leadership Organizational Culture Mission and Strategy Management Practices Systems (Policies and Structure Procedures) Work Unit Climate Individual Needs and Task and Individual Motivation Skills Values Individual and Organizational Performance