

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, fin
operations
 - Techno resources

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 would have happened..
- Will they all act in the same way as expected by management?
- If it maximises efficiency and productivity, is it feasible (ex.: google)
- Mgrs will confront ethical dilemmas while managing orgtn transformation

Ethical issues in change mg

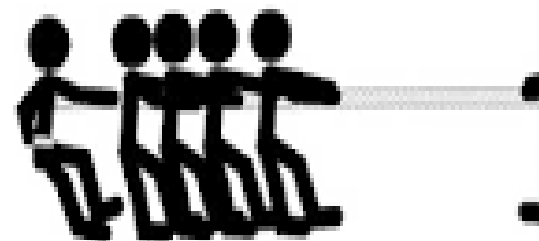
- Who determines the need for change?
- Is it consistent with the wishes of e/e public?
- Is it both ethical and effective? (ex: policies-shape up or ship out)
- Is it leading to dehumanising?
- Is It suppressing one's liberty?

Resistance to change

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

Employees

Managers



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 norm
- Cohesiveness (belonging)
- Escalation of commitment

Managing resistance to change

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



Ethics-based model for change management (imp)

1. Define the reqd change
2. Evaluate the change from ethical perspective
3. Ethical change= defined change+ consideration of ethics of stakeholders
4. Communicate the defined ethical change
5. Implement the change
6. Re-evaluate – get feedback
7. If positive- celebrate, if negative- review step1-5



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- Transformational

