MANAGING CHANGE AND DEVELOPMENT – A SYSTEM APPROACH

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Abstract: Change changes, or Changes change is not a mere phrase or debate, it is a very natural phenomena. It is applied everywhere in this universe and creates new environment. Since it creates new environment, understanding of these changes helps in anticipating better future with the help of planned change, which enables organizational developments in a mannered structure by bringing changes in required organizational components which are practices of planned, systematic change in the attitudes, beliefs, and values of the employees through creation and reinforcement of long-term training programs. OD is action oriented. It starts with a careful organization-wide analysis of the current situation and of the future requirements, and employs techniques of behavioral sciences such as behavior modeling, sensitivity training, and transactional analysis. Its objective is to enable the organization in adopting-better to the fast-changing external environment of new markets, regulations, and technologies.

Now country like India, which is emerging market, has lot of scope for　　new changes and change implementations.　Identification of issues of a problem owner, understanding of that organization system, mapping and diagnosis of the system to suggest and implement new organizational Development (OD) interventions is a significant practice for new business environment.　In this context it is needed to understand and get to know about how to implement change practices to anticipate better competitive advantage.

Key words: Planned change, Organizational Development, OD interventions, Change kinds, Change processes, System diagnosis, Mapping.

Introduction: Change is simple moving from one state to another. Change is essential to each and every thing in the universe. Nothing is constant except the change. Before change manages anything we have to be in a ready state to manage change. This era deals with managing change. In this evolving generation (from the past 10 years) change is defined as front face of any issue. It is natural tendency for any human being to live in their own comfortable space and no one feels comfortable (happy) in an uncomfortable situation even for a short duration.

Organizations have to adopt to the changes for their sustenance and gaining competitive advantage. Competition is becoming cut throat in all the organizations and is head- head (do or die) situation in every industry.

Aim of the study: The main aim of the study is to understand and get to know about how to implement change practices to anticipate better competitive advantage and how an organization adopts to changes and what are different methods that an organization uses for managing change with respect to people. The theme of the paper is all about to explore various techniques that are used in managing change process in an organization and gain competitive advantage

Objectives of the paper:
- To understand about the basic insight about Change and how it is managed in an organization
- To understand and get to know about how to implement change practices to anticipate better competitive advantage.
- To understand and bring awareness about system diagnosis and intervention strategies, and to enable ourselves to accept new changing environments.

Delimitations of the Study: Many organizations are applying change management practices to achieve organizational success for long time survival. In our study we only focused on Change-A planned activity, Leaders as a change agent, Change as a process, Change management, and Leadership style/leaders for change management.

Literature Review: The term "Change Management" is familiar in most of the businesses today. But the way the firms manage change varies from organization to organization. Managing change in an organization is a process of planning and implementing change in an organization in such a way to reduce the employees resistance and cost to the organization while on other side gain maximum effectiveness of change in a positive sign.

Change occur in an organization because of many reasons like technology advancements, customer's tastes and preferences, competitors, government legislations, economy imbalances, communication media, supply chain, distribution chain, society's value system internal problems like performance gap, takeovers etc.

Causes for adopting change: As we are known that change is a natural phenomena and continuous practice, it is also important why this change occurs in business environment.
- Adopting or changes in Technological factors
- Wide range of new cultural adoptions

- Changes in customer tastes and preferences
- Changes in state or federal laws
- Economical conditions at domestic and international
- Changes in logistic practices, etc.,

Kinds of Changes: Usually change management strategies are determined basing on the kind of change. Mainly THREE types changes are occurred very oftenly.

1. Changes related to Development
2. Changes related to Transitional change
3. Changes related to transformations

Changes related to Development: when organizations look for their company business improvement or business expansion, methods or standards would be considered for developmental changes. Usually organizations adopt this strategy to gain competitive advantage. This strategy keeps minimum pressure on the employees as it updates the existing factors, and employees' get clarity and improves their knowledge on updated techniques and processes.

Changes related to Transitional change: when something new is to be replaced to gain competitive advantage, by keeping old methods aside, transitional change strategies would be implemented. The time between old methods dismantled and new methods or processes are being established is transitional period. Mergers and Acquisitions, adopting new technological processes, Business Process Reengineering strategies are considered under transitional changes.

Changes related to transformations: changes which come after Transitional change are Transformational changes. It includes both developmental change and transitional change. When organizations sense a kind of urge to accept new technologies, logistic management practices, gain competitive advantage from identifying business scope, to strongly defend from huge competition.

Participants to change Management: Since change management is all about strategic management implementation, it is not possible to execute by one individual or a group. As it requires to define and determine change strategy and develops various plans, involvement various parties are required since beginning to compile and execution.

Figure: 1
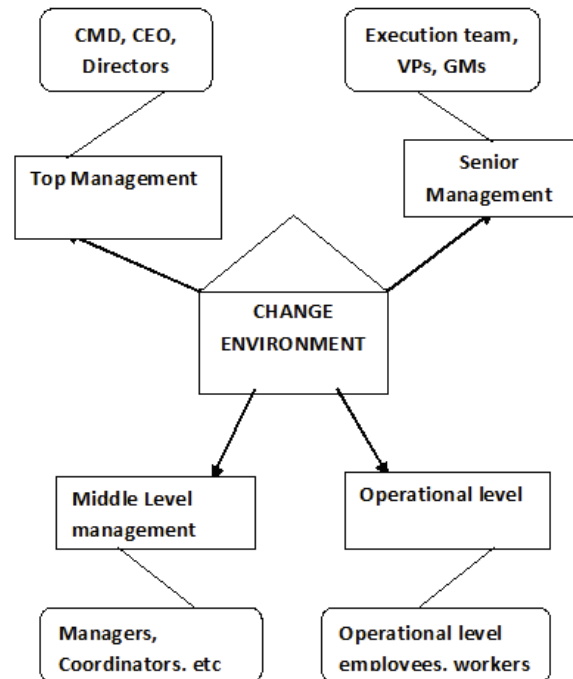
With the help of change participants for a successful change following steps could be followed.

Step -1: Assemble a change management
- Legitimizing function (lawful function)
- Energizing function
- Communicating function

Step 2 : Establish a new direction for change
- Describe the core ideology
- Construct the envisioned future

Step 3: Prepare organization for change

Step 4: Set up change teams to implement change
- Change Agents
- Chief Executive
- Change Advisor
- Chief implemented
- Task force

Step 5: Align structure, systems and Resources to support change
- People
- Physical setting
- Technology

Step 6: Identify and remove road blocks to change.

Step 7: Absorb change into culture of the organization
- Formulate a clear strategic vision
- Display Top management commitment
- Model culture change at highest level
- Modify the organization to support organizational change
- Select and socialize newcomers and terminate deviants
- Develop legal and ethical sensitivity

System Mapping: Before implementing any change, proper study about respective organizational components and clear understanding about their relationship with each other is more required. Study of these relationships will explain you about systems and their sub systems and their dependency on other systems. Also explains, how autonomy systems are?

To understand system mapping, System Diagramming is the best technique to describe the system relationships with other systems. System diagramming satisfies needs like

- Bring a sense of logic
- Simplifies and standardize future change
- Facilitates clear understanding
- Assists the communication process

To understand more about system relationships flow diagrams will help us. The important and common technique which employed by change management practioners leads to a flow analysis.

- Input/ output Diagram
- Flow process
- Activity sequence
- Multiple cause / fish bone
- Relationship Mapping
- Influence charts

After mapping the system relationships, proper diagnosis could be completed to prescribe relevant tool to attain expected change. This tool can be said as intervention.

An intervention may be regarded as the procedural methodology for successfully intervening in the working processes of the original system. The ultimate result should be a stable new environment which incorporates the desired changes.

In intervention strategy model mainly consisting of following phases to encourage Organizational Development (OD).

1. problem initialization
2. Definition Phase
3. Evaluation phase
4. Implementation Phase
5. Problem solving

From the above FIVE phases, Definition phase, Evaluation Phase, and Implementation Phase together explain significantly about Intervention Strategy Model

Figure-2: Phases of Intervention Strategy Model (ISM)

Phase1- Definition	Phase2 Evaluation	Phase3 Implementation
•System specifications •Formulation of success criteria •IDentification of performance measures	•geneartion of options and solutions •Selection of appropriate evaluation technique •Option evaluation	•Development of implementation change •Consolidation

Since problem initialization, three phase Interventions, and successful attainment to the problem solving stage would create new desired change environment.

Conclusion: Since business world is revolving with an un imaginary speed, it is highly difficult to sense the upcoming changes in this business. However it is needed. In this context organizations continuously identify the changing colours of the business world and accordingly need to recognise the correct methodologies to protect their identity and to gain competitive advantage. To gain these competitive advantages, organizations need to have knowledge on change management and its practices.

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