

Marius Alexandru Rizescu, George Bucăța,
**ORGANIZATIONAL CHANGE STRATEGIES
AND METHODS OF EVALUATION**

Marius Alexandru Rizescu*, George Bucăța,**

****"Nicolae Bălcescu" Land Forces Academy, Sibiu, Romania**

****"Lucian Blaga" University, Sibiu, Romania**

mariusrizescu@yahoo.com

george.bucata@yahoo.ro

Abstract: *Change management can be considered a process, part in the evolution of a company and takes place when the level of performance drops. In order to be conclusive, it must be proper planned and understood by everyone in the company, shared by all employees.*

Keywords: organizational change, change management, organizational strategies.

Introduction

Organizational change can be classified in many ways. The most comprehensive of this is the one that presents the change in the function of three major dimensions: origin, outcome and process of change. The origin of the change has to do with the manner in which the change occurs in an organization, from the environment in which the organization operates or at the latter's initiative. Thus one can speak of unintended changes, which happens simply, and intentional or deliberate changes, actions taken by the organization. Of course, in real life the difference is not so clearly drawn, even deliberate changes can be influenced by an event outside of the organization. Another classification can be made depending on how changing the link to key events in the external reactive changes (changes initiated in response to an event or series of events) and expected changes (as evidenced by its name, initiated in anticipation of events).

The classification practice in terms of management can be done as the level of change, the extent to which the organization is affected by the change. An example of a change to low level would be reorganizing the structure of workstations, whilst a change throughout organisations would be restructuring its complete structure. Some authors continue this idea, giving clear examples of interventions at every level:

- Macro-intervention affecting the entire organization, strategic analysis, the existence of a vision or a mission, strategic development, restructuring and reorganization of the labor process at the level of the organization.
- Major intervention affecting a production unit-a unit formation, planning or strategic positioning, continuous improvement programs, recruitment of new leadership.
- European intervention training strategies for the restructuring of the European teams, teams work and work process reorganization.
- Intervention at the level of the staff-staff development, professional growth, leadership development and reorganisation of workstations.

The process of change is the third dimension according to which one can classify organizational change and relates to the modalities and the progression of events in the changing organization. The

process of change may rank according to its duration or the resources (human and material) to be used in implementing the change. Change unit may be a single entity-an individual or an organization-or interaction between people or relationships within an organization. The manner of change, on the other hand, describe what exactly determines the sequence of events (deterministic or stochastic laws) or if it is built by changing entity as the process evolves.

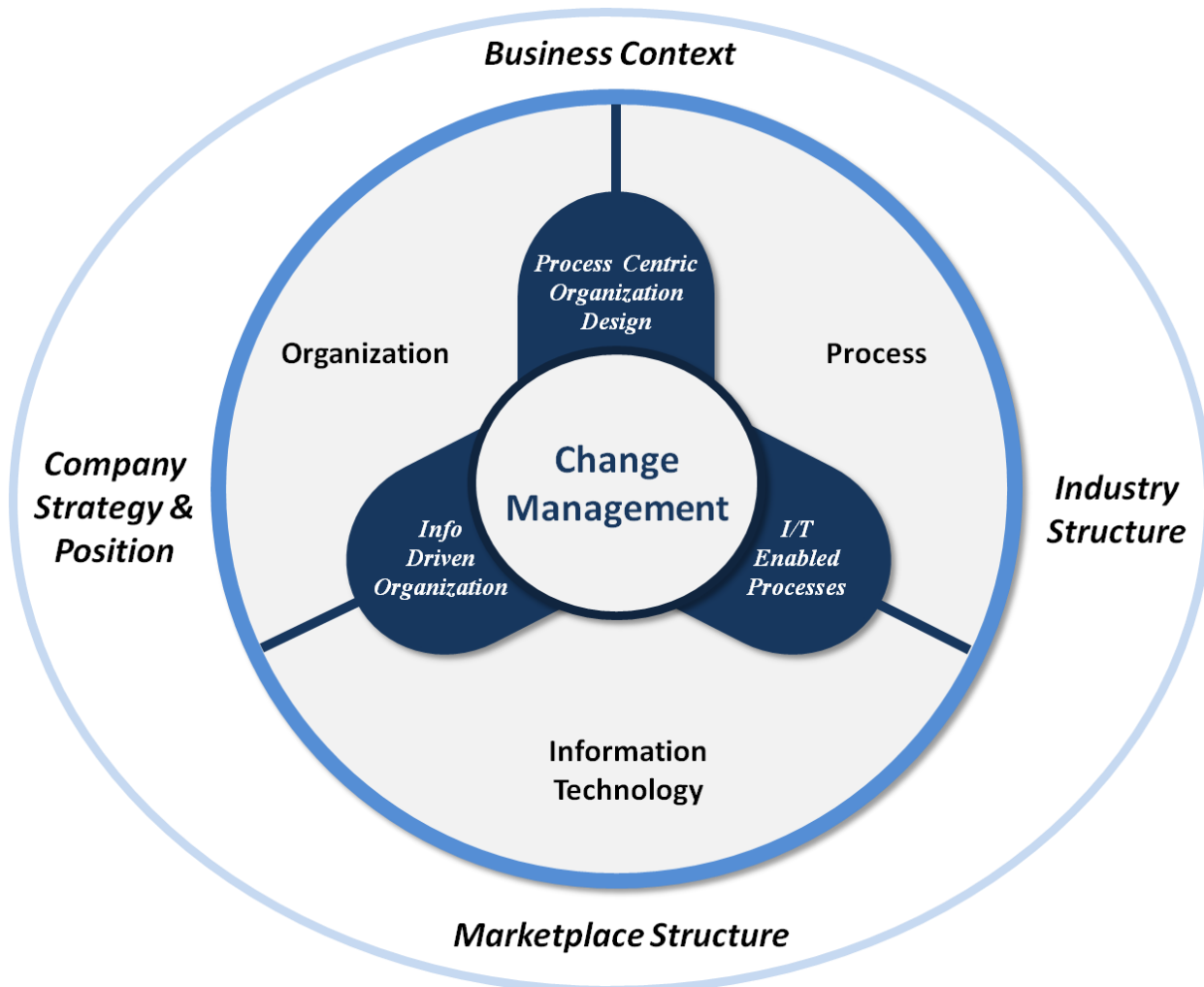


Fig. 1. General overview of the change management process

Organizational change corresponds generally to a new orientation, a radical and fundamental orientations concerning the manner in which an institution can operate and with direct implications on the members. Change management in the organization refers to the totality of activities carried out by a manager so as to orient employees in the implementation of change to accomplish the mission and achieve the proposed goals. Changes that can be planned or re-planned are difficult to manage because they occur randomly and their effects are difficult to predict.

Planned changes can be successfully implemented in the case of compliance with the following steps:

- problem identification and setting goals of change;
- gathering information on the matter;
- synthesis and analysis of information;

- framing of the issue in the light of the information obtained;
- implementation of the plan of action for the implementation of change;
- implementation of the plan or actual deployment of action for change;
- evaluation of the implemented action.



Fig. 2. Management of change in the continuous improvement process

Change is a phenomena present in developments but always looked with fear and skepticism in its early stages. Within organizations, the changes may generate resistance on the part of employees that is materialized in a delayed implementation or even impossible for organizational improvements. Thus, the managerial ability to create and maintain a climate that minimizes resistance behaviors and encourage participation, acceptance and support becomes essential to any effort to change.

In organizations, resistance to change is any attitude or behavior that indicates opposition to make or support a change. Agents of change see often any kind of resistance as something which must be exceeded in order for the process of change to succeed. It is necessary to change resistance as the feedback which can be used by the agent of change in order to achieve the objectives of the change. The essence of this constructive approach is to understand that when people oppose the change, they defend something important to them.

Depending on the style of management but also by the context in which change is initiated, there is a possibility of pro-active adaptation, in which case the changes are benefiting from a greater implementation and have a lower risk due to settlement through feedback loops. The alternative variant is reactive approach in which the organisation will be strongly shaken by the change. In practice, the

change must be adaptable enough to react to events during the period of transition. A successful transition will include both proactive decisions and reactive.

Systems that form the present organisation are complex: each of them had their own formal and informal targets that, when managed effectively, is the primary objective. The change applied to any of the systems, or in its relationship with other systems, may therefore have an impact on the overall structure and ultimately on the organizational performance. The manager initiates a change that employees need to understand very clearly what are the components affected by that change and what will be the impact of a change in the organization. Thus, a successful strategy will require increasingly more, information about events and conditions outside the institution to increase adaptability to changing organization. In these circumstances, it becomes extremely important for competitiveness, it will express how well will they understand the organization's environment and how well it will be adapted.

Even if it comes to the adoption of a new technology (computer system, production equipment, production process, etc.) there are three major directions for the implementation of change:

- processing mode of enterprise management (Leadership)
- processing enterprise processes (Workflows)
- organizational transformation of culture (Cultural Change).

Stages of implementation of a change are well known by most managers: establishment of an urgent character, creating a guiding coalition, developing the vision and strategy for this change, communicating the change vision and strategic plan, delegating employees, generating benefits in the short term for building credibility, reinforcing the gains and making several changes, anchoring new changes in the culture of the organization. And these constraints are known as: limited resources, insufficient time and especially resistance to change to those involved. The difference between those who succeed and those who fail is given by the level of understanding of the external environment and internal organisation.

Organizational change efforts will fail if this organizational culture remains fundamentally unchanged. The effectiveness of organizational change requires integrating strategies for improvement in a change of organizational culture. Procedural changes remain superficial and cannot be maintained in the long term unless fundamental changes occur, values, ways of thinking and approaches relating to problem-solving. The forces that oppose resistance will enhance its efforts to restore the old status quo. It is possible, in some cases, organizations lose more than if changes were not adopted and would be no strategy in change. Change requires those involved to get out of the comfort zone, considering that all those involved will seek personal comfort, resulting in the current situation that will prevail. Without changing the organizational culture, there is little hope that improving the performance of the organization will be enduring.

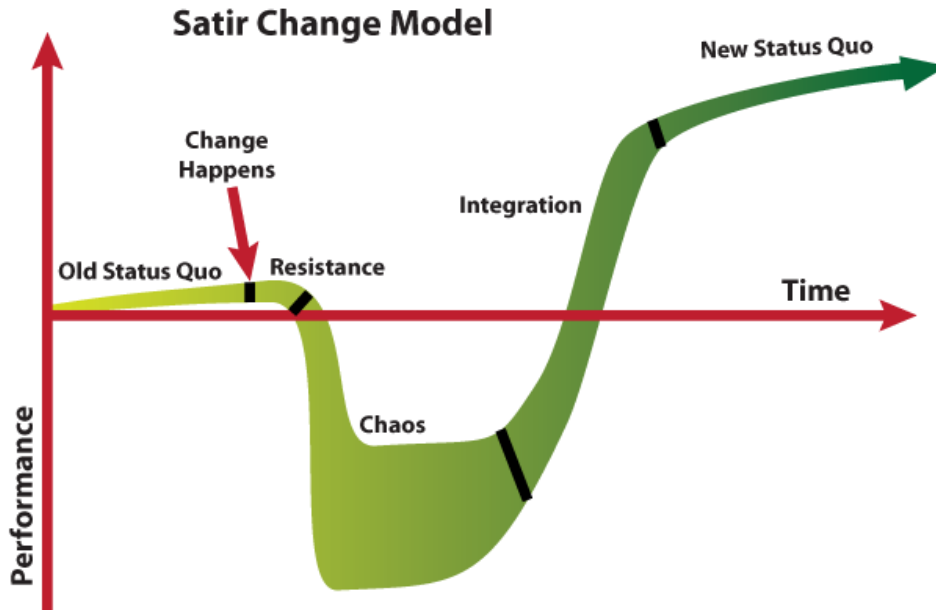


Fig. 3. Satir change model (performance vs time)

Change is constructed on a basis of a new company, slowly transferring employees from the old company to the new company. Most of all, it is recommended that the range of a project management of change should be limited. Following this, a company can achieve success in a short period of time.



Fig. 4. Organizational development strategies model

Successful management of change is more a matter of leadership ability than managerial skills. It's pretty much the same as managing any disorderly, tangled or chaotic. Building a team. Managing change requires a smart team and a great team leader.

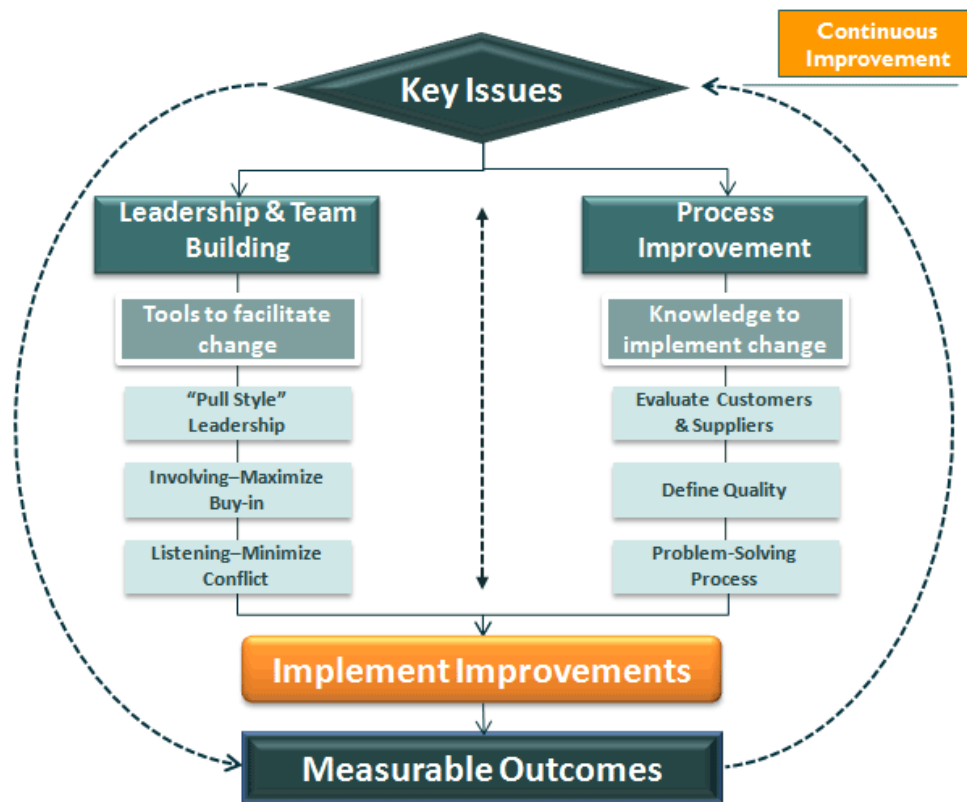


Fig. 5. Performance management, change management strategy

Given that change is inevitable, there are several benefits of applying management of change in organizations, among which are:

- Effective monitoring of the process of change: change process is planned and managed, the desired results are clearly defined and the organization knows that it is the direction of evolution, as well as attaining the stage. People involved in the process have at their disposal a set of procedures, tools and key performance indicators which will guide specific activity related to the process of change. In addition, you can assess the impact of change on the Organization and people, both during implementation and after completion thereof.
- Proper management of human resources through the effective management of change is encouraged, the management of human resources, during and after the process of change, while minimizing resistance to change and maximizing people's commitment involved in or affected by the change (stakeholders, clients, suppliers, employees, managers, etc.), both towards the desired change and the face of the organization.
- Control and minimize the negative impact on the current activity: managing the process of change, as a distinct approach enables its adaptation according to the operational requirements of

the organization, so that the impact on current activity is minimal. Also, the necessary resources are estimated and provided separately towards current operations.

- Acquisition best practice: implementing a process of change is a valuable exercise for the organization and allows for the development of new skills, new knowledge accumulation, development teams and organizational leadership, improve communication, etc., all of them becoming new practices beneficial to the organization and integrated into the current activity.

Organizational development is a continuous and planned effort to change organizations to become more effective and more human. The fact that organizational development is planned a different from routine or accidental efforts taking place in all organizations. Continuous efforts to DO in at least two senses: they stretch over a long period of time and become elements of organizational culture. The following specific strategies of organizational development (OD) can be identified:

- Team training aimed at increasing the effectiveness of work teams by improving interpersonal processes, clarify objectives and roles. The objective of this phase is to build a picture of the strengths and weaknesses of the team, and the ideal result is a list of changes required to improve the functioning of the team. The following meetings are usually decided to aim. Along training, change agent can glean confidential information from members, acting as a catalyst and a resource provider.
- Reengineering of organizational processes to achieve major improvements in terms of cost, time and service. Essentially, a large portion of reengineering is geared towards one or both goals listed below:
 - reduction of intermediate steps to streamline the process;
 - strengthening cooperation between those involved in the process.
 - reengineering typically includes certain practices, posts are usually redesigned and enriched;
 - a strong emphasis is placed on teamwork;

This strategy is extended in areas where it has been installed a bureaucracy, large gains are possible through advanced technology and deregulation of hot competition. Such fields are insurance, banks, brokerage, or telecommunications.

- downsizing (downsizing) consists of a set of activities centred on the management of the organization in order to improve efficiency, productivity and/or competitiveness. The adoption of this strategy affects both the number of persons working in the organization, and the processes of work. Four characteristics of this strategy are considered essential to distinguish phenomena such as organizational decline or even dismissal.

First, the downsizing involves a set of actions undertaken intentionally. Secondly, although the strategy involves downsizing, it boils down to this. There are a number of strategies associated with this in mind, such as transfers, assistance to persons in order to find a new job, etc. The third characteristic is that downsizing is centered on increasing the efficiency of the organization. Finally, the strategy for reducing the size of affect and work processes, whether intentionally or unintentionally. If the size of the

reduction strategy has been appreciated and adopted as a solution for increasing performance and competitiveness, it is important to know what line exists between the initial expectations and achievements. It seems that the effects are not far from the expected ones. When the strategy was used, with no previous training, it has produced serious organizational dysfunction, especially prominent in the impossibility of introducing any form of improvement of activity and even in increasing organizational inefficiencies.

Conclusion

Across all industries change rate increases very quickly and the time of changes is reduced significantly. Change management in organizations becomes increasingly more difficult and more important. The mission of changing an organization is an extremely challenging, dynamic environment and resistance to change is acting against the person who is trying to achieve change. Any attempt to put in place an organizational change will constitute a threat to some groups or coalitions. Organizational changes are often accompanied by conflicting interests, ethics and behaviors outside of emotional turmoil. Leaders responsible for the change must learn to navigate through these dangerous waters. Top management has to assume responsibility for the elaboration of a strategic plan which has to be well developed. Even though the existing methods of innovative enhancement, focuses on the employee involvement in the strategic planning process, the ultimate responsibility belongs to the top management.

References:

1. Altindis, S. (2011). Job motivation and organizational commitment among the health professionals: A questionnaire survey. *African Journal of Business Management* Vol. 5(21) , 8601- 8609.
2. Frontiera, J. (2010). Leadership and organizational culture transformation in professional sport. *Journal of Leadership & Organizational Studies*, 17(1), 71–86.
3. Grievies, J. (2010) *Organizational Change*. London: Oxford University Press
4. Hayes, J. (2010) *The theory and practice of change management*. New York: Palgrave McMillan
5. Küng, L. (2013). Innovation, technology and organisational change. Legacy media's big challenges. An introduction. In T. Storsul&Krumsvik Arne H. (Eds.), *Media innovations. A multidisciplinary study of change* (pp. 9–12). Gothenborg: Nordicom.
6. Kelloway, E. K., Turner, N., Barling, J., & Loughlin, C. (2012). Transformational leadership and employee psychological wellbeing: The mediating role of employee trust in leadership. *Work & Stress*, 26(1), 39–55.
7. Lunenburg, F. (2010). Approaches to Managing Organizational Change. *INTERNATIONAL JOURNAL OF SCHOLARLY ACADEMIC INTELLECTUAL DIVERSITY VOLUME 12, NUMBER 1*, 2010 , 1-10.
8. Luecke, R. (2013) *Managing Change and Transition*. Boston, MA: Harvard Business School Press.
9. Pettigrew, &Whipp. (2013). *Value Based Management*. Retrieved january 26, 2013, from valuebasedmanagement.net:
10. Whelan-Berry, K. S., & Somerville, K. A. (2010). Linking Change Drivers and the Organizational Change Process: A Review and Synthesis. *Journal of Change Management* , 175-193.