# ORGANIZATIONAL CHANGE

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# DEFINITION

- Change is an act or process through which something becomes different or alters or converts or reforms the situation.

- Change is defined as any significant departure from the present state .

- It is viewed as the means of transition to a different end or the process of moving from one state to another.

# MEANING OF CHANGE AGENT

- Change agent is one who generates ideas, introduces innovations and works to bring about desired change.

- Change agent is responsible for moving others through the process of change and implementing it.

- In any formal organization/institution/company, a manager is responsible for implementing change for its survival and growth.

# MEANING OF ORGANIZATIONAL CHANGE

It refers to a change in any of the components goals, techniques, structure and people.
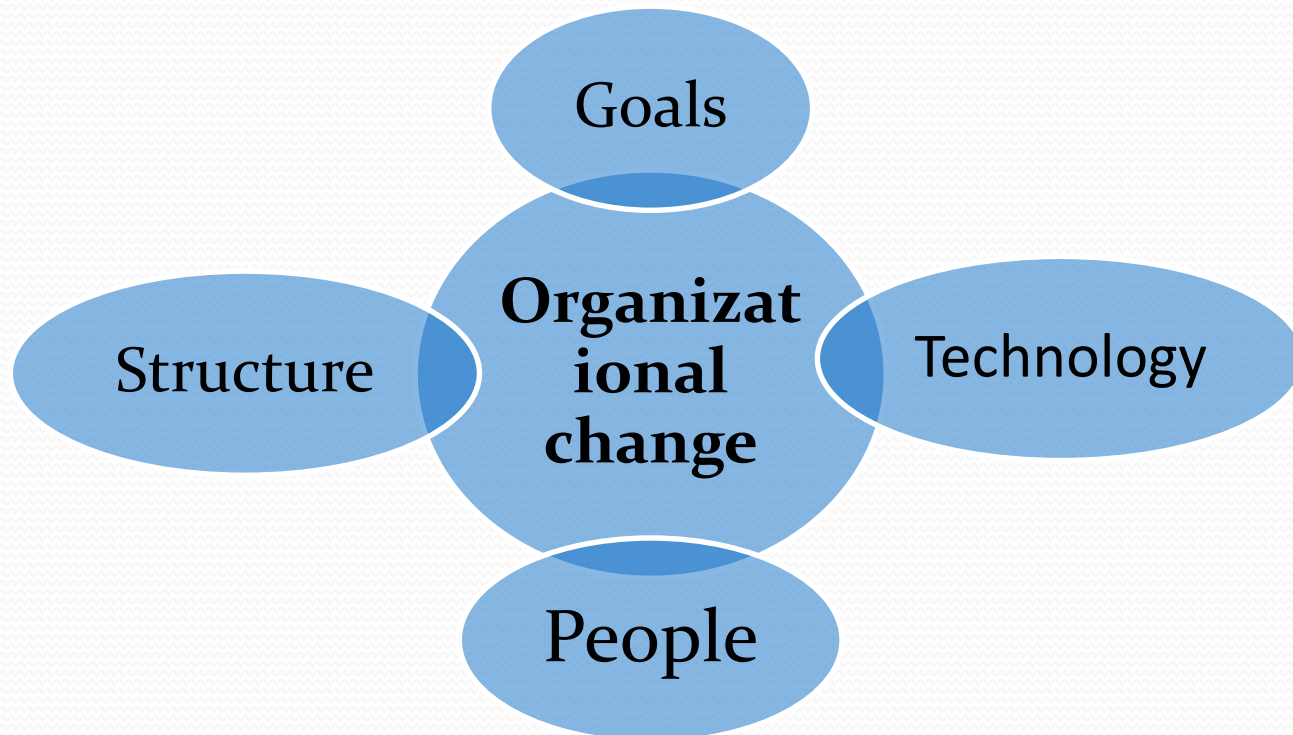
# TYPES OF CHANGE

- <u>Accidental change</u> – It is a **reactive c**hange that occurs in response to an external stimulus and the response is establishing balance between the system and its environment.

- <u>Planned change-</u> It is a **proactive change** which is the result of conscious, deliberate, collaborate effort to make something happen and make it accepted by the parties involved.

# FORCES FOR CHANGE

1. External forces

2. Internal forces

# External Forces

- Technology
- Consumers
- Competition
- Policy or legal changes
- Public expectations
- Demographic changes
- Disease pattern
- Political, economic and social factors
- Shareholders

# Internal Forces

- Low performance
- Low job satisfaction
- High absenteeism and turnover
- New mission
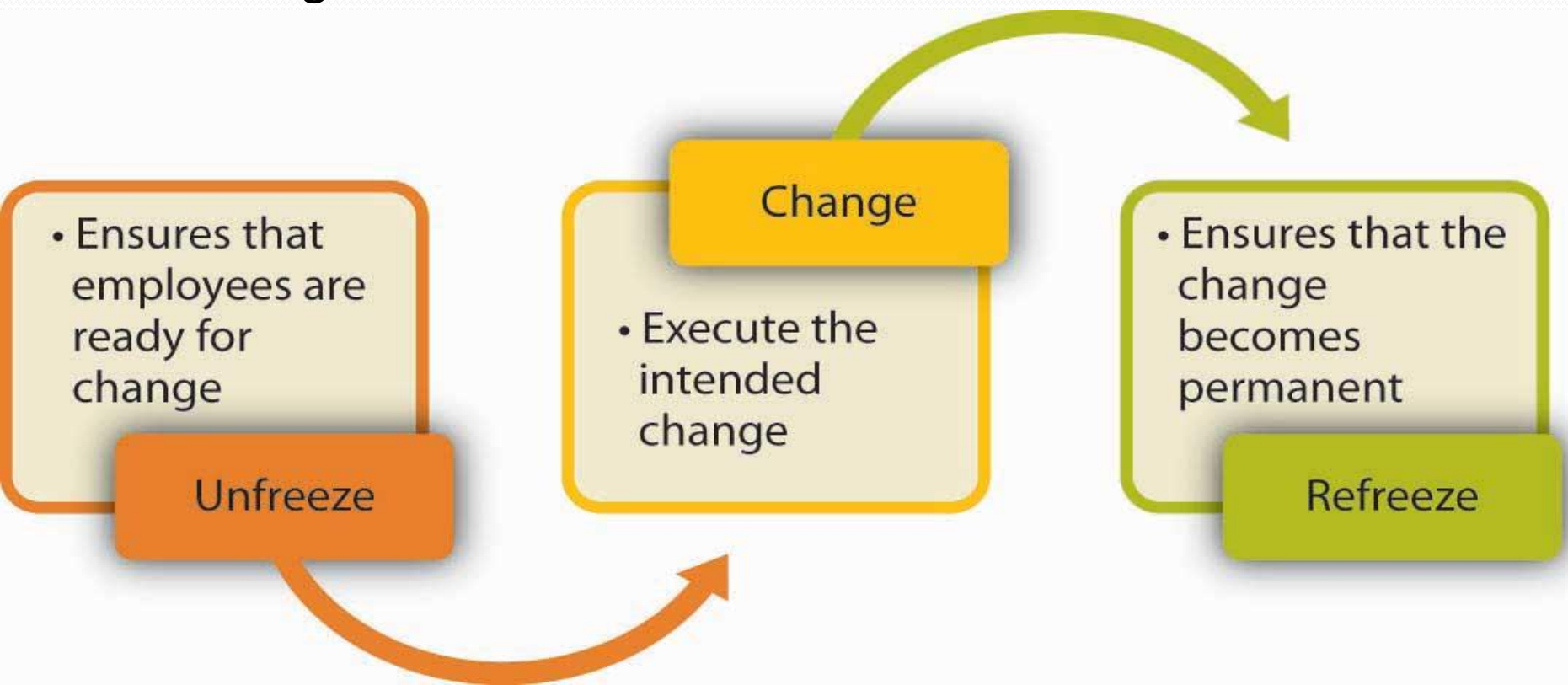- New leadership
- Organizational conflict

# CHANGE PROCESS

According to Lewin' change model, the stages or phrases of change process are

Unfreezing

Changing

Refreezing

# Unfreezing

- When old ideas and processes are identified and tossed aside to make room for newer ideas and change.

- The individuals involved must informed of the need for change and should agree that change is needed.

- The individual or group becomes aware of a need for change.

- The purpose of unfreezing is to prepare the environment conducive to change that creates felt need for change or achieving as a driving force for change.

# Changing

- After making a conducive environment for change, the change agent(manager) initiates for the change.
- The main purpose of this phase is to introduce change successfully which was proposed in the unfreezing phase.
- This is the stage where new ideas and processes are defines, learned and implemented.
- During this stage, driving forces should exceed restraining forces.
- The initiator of change, change agent should recognize that change takes time and should be accomplished gradually and systematically.
- The situation is diagnosed and new model of behavior are explored and tested.

# Refreezing

- This is the phase of stabilization, assimilation and institutionalization. The changes made are institutionalized and are identified as the accepted way of doing things.

- It stabilization is successful, the change is assimilated into the system.

- To be fully assimilated in the change, the change agent should give enough time to those employee involved in the change.

- Application of new behavior is evaluated and if reinforcing, adopted.

# Role of a Nurse Manager in Change Management

- Encourage the staff to identify the areas that require changes.

- Motivate them to bring changes.

- Conduct regular meetings in order to make up their mindsets accept changes and avoid resistance.

- Adopt participatory approach and invite suggestions from the staff.

- Respect the ideas and suggestions given by them.

- Delegate appropriate responsibility to capable staff of that concerned.

- Discuss and make them understand the changes to be made.

- Reward the team members for bringing the successful changes.