

Organization Development and Change

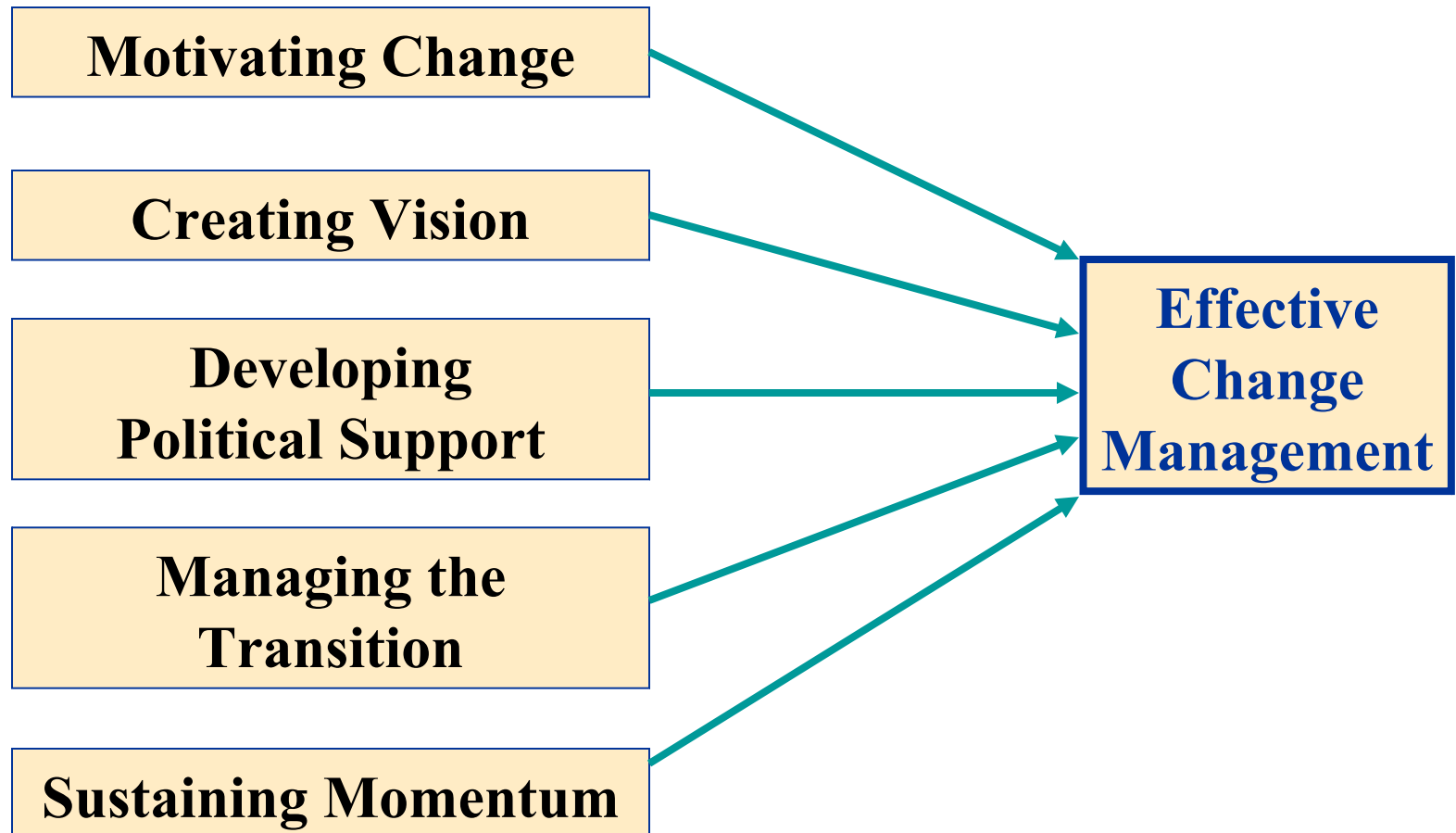
Leading and Managing Change

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Learning Objectives for Chapter Ten

- To understand the different elements of a successful change program
- To understand how leadership is linked to change activities

Change Management Activities



Motivating Change

- **Creating Readiness for Change**
 - **Sensitize the organization to pressures for change**
 - **Identify gaps between actual and desired states**
 - **Convey credible positive expectations for change**
- **Overcoming Resistance to Change**
 - **Provide empathy and support**
 - **Communicate**
 - **Involve members in planning and decision making**

Creating a Vision

- Discover and Describe the Organization's Core Ideology
 - What are the core values that inform members what is important in the organization?
 - What is the organization's core purpose or reason for being?
- Construct the Envisioned Future
 - What are the bold and valued outcomes?
 - What is the desired future state?

Developing Political Support

- Assess Change Agent Power
- Identify Key Stakeholders
- Influence Stakeholders

Sources of Power and Power Strategies for Change Agents

Individual Sources of Power

Knowledge

Others' Support

Personality

Power Strategies

Playing it Straight

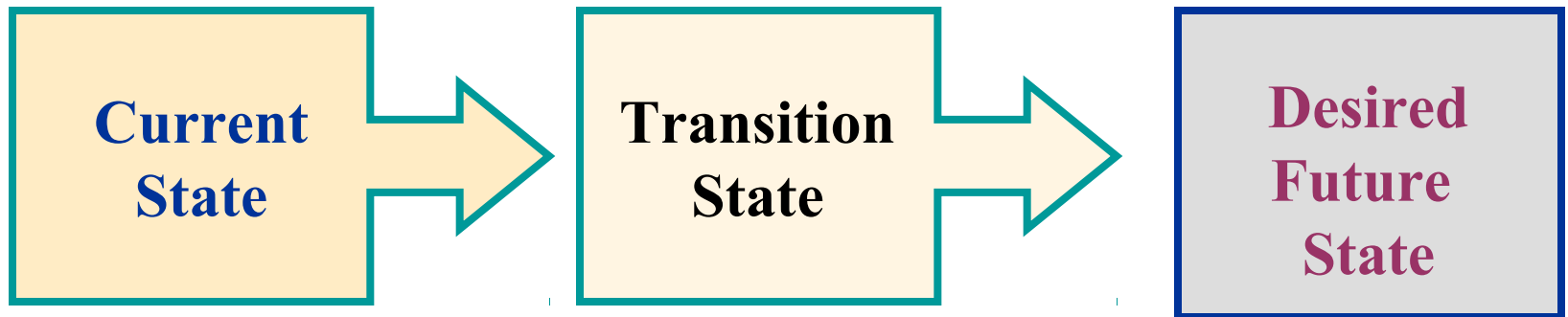
Using Social Networks

Going Around the Formal System

Managing the Transition

- Activity Planning
 - What's the “roadmap” for change?
- Commitment Planning
 - Who's support is needed, where do they stand, and how to influence their behavior?
- Change-Management Structures
 - What's the appropriate arrangement of people and power to drive the change?

Change as a Transition State



Sustaining Momentum

- Provide Resources for Change
- Build a Support System for Change Agents
- Develop New Competencies and Skills
- Reinforce New Behaviors
- Stay the Course