A Theoretical Approach to Organizational Change Management

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Abstract:

Today's organizations, are the results of new developments, always change. New management methods that help the management models of organizations change and renew make these organizations move with fast changes in the global world. The ability to change is the most important competitive advantage for today's organizations. Because of this, Organizational Change Management was examined in this study.

Key words: Change, Organizational Change, Management

1. Introduction

Today's firms face very often changes as a result of new developments. New senses of management and methods aim to move with the new change process in the globalized world for the firms. Total quality management, lean production and organization and many other continuous improvement methods, which are the new management senses occurring in parallel with the changes in the world, help the management models of organizations change and renew.

In today's world of which each field changes in very rapid way organizations face an unclear, complicate and rapid change process. The organizations and the owners that can adapt themselves to these changes as soon as possible   have the opportunity to survive; otherwise they are eliminated in this change cycle going on.

Change Management, can advantage for the organizations strategically, should be a process which organizations and the managers should focus on. This process will provide a very important competitive advantage for changeable organizations. In this context, the topic of this study is Organizational Change Management.

2. The Concept of Change

Today, organizations in the tough competitive environment among almost each county and sector of the globalized world try to survive with the right strategies. (Arslan, 2002: 12). Organizations continue their operations in a changing environment. Complexity, changeability, uncertainty and speed are important concepts which working life face always and also every segment of society face. Management thinkers agree with the idea that the changes occur in the last century are the biggest changes in the history of humanity(Erkut, 2001: 13) The global change is in all over the world and is not in a specific field, rather occurs in technological, economic, politic, managerial and cultural fields. (Kliksberg, 199: 183).

It is possible to express "change" as taking on a different content of appearance, style and features literally depending on the context, level and discipline in which it is used. There are different definitions and different sources for the concept of "change. One of these definitions is to bring something from a level to a different level, which also define it as bringing concepts such as personal information and ability from its valid situations to a different situation. "Change" in organizations means coming from the valid situation to a different situation. (www.education.ankara.edu.tr./~aksoy/seminer.htm).

Change is defined as a part of creativity and innovation in the organizations. According to this, change does not always occur in the control of managers. The changes that neither are nor planned occur themselves or occur without any other change factor. For example, a strike damaging the organization's physical structure causes closing of the organization or chaos among people creates rules controlling and guiding the relationships among the departments. (www.education.ankara.edu.tr./~aksoy/seminer.htm).

Change can cause both positive and negative results. Positive change makes the organizations more active in the processes of principle and method in the development process and negative change causes dissolution and accordingly activity reduction by occurring in the situations in which change cannot be controlled (Sabuncuoğlu ve Tüz, 1999: 207). Change management is old as a managerial concept. However, today's change environment assigns a different importance to the change environment. While change required effort in a regular environment, factors accelerating and becoming a complex in 1990 gave a strategic dimension to change management. Markets in the same period brought a large number of organizations to the point of collapse in parallel with the rapid changes taking place in the customer preferences and technology. Organizations that cannot move with changes and cannot internalize the changes disappeared in time and others tried to answer the questions such as "what is change?" "When, why and how to do it by whom". A new sense of management called as "change management" as the relist of those efforts. (Aktan, 1998: 30).

New movements related this new management sense can be defined as the benefiting process from every kind of human ability, knowledge and personal attitudes in efforts about development of managerial and organizational attitudes that are active in gaining flexibility in the situation that an organization integrates with its environment and comply with the changes in its environment (Eroğlu, 1998: 127).

When we pay attention to the information above, we can see that change is inevitable in the lives of people, organizations and societies. Everything is affected by change, including every institution. (Düren, 2000: 239).

2.1. The Importance of Change

Today's rapid change environment makes change and approaches about change management continuing. The important point of change is feeling the importance of change necessity (Mitchell, 2002). So adoption and success of change will be proportional to strength of the intellectual revolution that begins in the brain no matter what kind of change is. As the approach which will meet the need of change is the effort of change that requires continuity and spreads to all.

Innovation and renewal is inevitable to manage continuity in today's world. The presence of a constantly changing reflex became the main approach for organizations. Organizations have to realize the need of change for even surviving beyond being powerful. Gaining the success in this rapid change process only occurs with realizing the need and reason of change well (İbicioğlu ve Turunç, 2004: 48).

2.2. The Scope of Change

The features that are included in application of change process in organizations:
(Kritner and Kinicki, 1995: 568)

-   The organization itself,
-   The aims of the organization,
-   Managers in the organization,
-   Employee in the organization ,
-   Social factors,
-   Working methods.

Aims:

Change management aims the following purposes for the organizations:
(Düren, 2000: 230):

-   To listen to the customers and anticipate the possible expectations and changes.
-   To know and follow the competitive conditions.
-   To be intelligent in technology and to bring knowledge into action in time

- To increase the intelligence of organization by developing the ability of management and flexibility of the participants.
- Developing reinforcement for individuals or groups in assessing performance
- Leading energy to clear aims by developing working approaches on the basis of projects.
- Developing and identifying creative potential in the human resource.
- Investing in intellectual property creating synergy and innovation such as patent, right to use and brand values
- To develop innovation and creativity in organizations and creating an active, flexible and agile organization structure.

Reasons:

Factors, strategies, structures and missions of organizations have changed in terms of quality and quantity in today's world which limits are eliminated in parallel with developments in technology and knowledge is the only valid factor (McKenna, 2001: 5).

Development in technology has connected lots of people to each other and became the most important determinative factor for success in the business world. Anything occurs in any part of the world has began to interest to other people in other areas of the world (Seehy, 2001: 23). There has been a common world market and all people began to bring into the citizen of the world in parallel with these changes. Tendencies which are the main factors of change process and cause this globalization process cause various changes in the areas from industry society to knowledge society, from national economy to the world economy, from hierarchy to managerial and organizational operations. The factors that lead the organizations to change in this age (Eroğlu, 2001: 28):

- Globalization and competition,
- Information, telecommunications, rapid developments in manufacturing and materials technology
- the race of grabbing market because of new emerging markets
- conscious customers and changing expectations
- The more educated members' efforts for participating in management process
- A higher degree of differentiation of knowledge-based economy and a number of changes in the structure of business
- The rich interaction which occurs between organizations and further strengthened infrastructure
- beginning to understand the role of the knowledge and skills of human resources in creative, innovative, efficient and high quality production and service process creation with the employee's willingness to participate in management and being managed more democratic
- The end of the socialism and market potentials in the countries enter to the market economy
- International and regional integration
- Changing demographics.

Varieties of change

The main categorization of change: (Koçel, 1999: 512-514):

- Planned-Unplanned Change
- Macro-Micro Change
- Sudden-Spreaded Change
- Proactive-reactive Change
- Wide-Narrow Scoped Change
- Active-Passive Change

Planned-Unplanned Change

Efforts of the organizations can be examined as planned or unplanned. (Kılınç, 2001: 21). Planned change is the efforts that are started by the change leaders and applied by deciding before. Most of change effort is planned. As for unplanned change, the aim and direction of change and steps of the process are not decided before here and these kind of changes cannot be managed and occur themselves (Allen, 2001: 24).

Macro-Micro Change

This kind of change efforts are related to the number of the matters about change in organizations. Macro change defines that the whole organization is the subject of change. This change called as developing organization defines that many strategies and methods are used as a whole for increasing the performance of the organization. Micro change defines any change about any subject in upper and lower level (Kılınç, 2001: 23).

Sudden-Spreaded Change

Change is tried to complete as soon as possible by finishing the regulations that change requires in some organizations while change is spread over time by completing it step by step in some organizations. (Ateş, 2005: 104).

Proactive–Reactive Change

The fact that a change is proactive means that the organization is ready when the anticipated situations are completed. (Ateş, 2005: 105). Proactive change is conscious change efforts leading the organizations develop their compliance with the competitive environment. Reactive change is making change to comply with the conditions encountered. (Ateş, 2005: 105)

Wide-Narrow Scoped Change

This kind of change is based on the numbers or currency of things wanted to change in organizations.
 (Koçel, 1999: 513).

Active-Passive Change

While active change affects its external environment on the condition that the organization makes change, passive change is that the organization makes internal changes to comply with its external environment. (Koçel, 1999: 514).

Fields which are subject to change

Managing an organizational change is to anticipate any innovation in each field in the organization. The prominent ones of the **fields which are subject to change** (Düren, 2000: 231):

- Research-developing
- Human resources
- Commercial investments
- Communication- information systems
- Organization structure
- Mechanism of participation in decisions
- Raw materials and supplies
- Tools and equipments
- Technology
- Production- service processes
- Strategic investments

Triggers of Change

The most important reason which accelerates change is the point that information and communication Technologies reach. In today's world, to create, use, send, store, manage, share and reach information is more rapid, easier and cheaper. The other factor triggering change is global structure and increasing competition conditions of today. The concept "globalization" stem from international transport and communication, limitless communication and economic freedoms, blocks and powerful regional polarizations. (Haag et al., 1998: 12).

The most important problem that international firms face is how to accelerate the necessary change for benefitting from the advantage of new information technologies and how to provide rapid change effects compliance with market conditions and firm business processes (http://www.bilgiyonetimi.org.cm-10.htm).

Information technology, communication, commercial operations and operations for promotion which have a big part in globalization have crossed a very easy and rapid construction.

All the rivals in the market area can disguise with a very different and threatening structure suddenly with the effect of information technology to the economic life (Zwass, 1998: 5-7).

New competitive conditions have occurred because of the economic, politic and technological expansions in the increasingly globalized world. Politic integrations became powerful with the economic unities, regional and global formations have occurred in this direction over the world (Ries and Trout, 2001: 20).

The Factors Leading Organizational Changes

Those factors can be examined in two different ways as external environmental and internal environmental factors (Düren, 2000: 233).

External Environment Factors

Organizations try to find a solution to the problems becoming more complex day by day and to comply with social, cultural and technologic changes occurring time to time. Organizations will try to find new solutions for the problems as changes continue. Accordingly, developments provided with those aims will always continue. Organizations generally result in a situation that they cannot meet its needs with the valid sources because of the changes occurring in market structure, requests and preferences of customers, which cause the need to change. As it is known, all the organizations take input from the environment and serve production and service to the environment by applying various operations on those. (Vardar, 2001: 49). Accordingly, organizations get on with the environmental determiners very well.

Organizations always continue to change in their social and technique systems and affect their environments and others to make their aims come true. Because of those reasons, organizations have to follow closely any development or change in any determiner conditions of organizations
(Düren, 2000: 234).

Organizational Change Management Models

Change can be examined in a natural environment as evolution or it can include fundamental change as devolution (Budak, 1998: 142). Evolution can change depending on its decision, linear over time and it means an irreversible innovation, difference, being organized more complicatedly or a process creating a conscious mental operations. Devolution is a sudden and fundamental change. (Kongar, 2002: 419-420).

Change management models can be categorized as follows depending on whether it is evolutionary or devolutionary: (Aktan, 1999:135):

- Evolutionary and autocratic model
- Evolutionary and participant model
- Devolutionary and autocratic model
- Devolutionary and participant model

Evolutionary and autocratic model

If it is the matter that all change models is in the same line, there is evolutionary and autocratic model at the end of the line (Mellina, 2003: 20). In this kind of change, a moderate and progressive change is supported. However, the change decisions are made by an autocrat leader or an autocratic leader community. Here, reforms to do in the organization are fulfilled by the orders of higher levels and the employee is responsible for applying these orders.

Evolutionary and participant model

This model supports that change is made gradual and perpetual and the employee participates in process of change and development (Lawler, 2003: 12).This model perpetuates in the deep of organizations to create a compatible organizational culture and values. (Gull, 1997: 9). This model makes the employee good at learning and adaptation. With this, people participate in change physically and mentally.

Devolutionary and autocratic model

Organization leaders think that they do not have time for letting change happen by itself or evolution can lead organizational change to a wrong way. (Hanna, 1998: 126). In these situations, change is made by an autocratic leader and a group obeying the leader in a rapid way. In this kind of change, change should be rapid and large-scaled. (Lawler, 2003: 12).

Devolutionary and participant model

As it is mentioned above, there is devolutionary and participant model at the other end of the line while there is evolutionary and autocratic model at the end of the line (Mellina, 2003: 20). In this model, change management operations are fulfilled with leadership of top management and participation of the all employee. (Meyerson, 2003: 74) However, change is not gradual, rather it is radical. It is the most convenient model for organizational change (Daft, 2003: 22).

Today's change approaches suggest that change is inevitable to survive in this globalized and competitive environment. If an organization does not comprehend the meaning of change, it is impossible to survive for that organization. (Düren, 2000: 242).

Result

Change is very important for all organizations in this competitive environment. No matter what the size, development stage and locations of organizations are, it is a fact that they have trouble in management of change and development. Leaders have to know both how to manage change and when it comes.

The other important thing about change is when and how organizations should change and each organization has its idiosyncrasy and accordingly has its own change methods to follow.

As organizations get bigger, their managerial needs get bigger. Their need for a leader who can make strategic decisions about the increasing number of personnel, competition, expanding market, distribution channels increases.

The ability of complying to changes of organizations compels the organizations on making their expectations, efforts and investments prudential, in addition to making themselves more efficient, making them having a well-qualified workforce in today's world, in which competition increases, becomes challenging day by day and technology progresses rapidly and in an extraordinary way.
So, organizations should be open to change.

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