

# 1. A Study of Change Management in Twenty first Century

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## **Introduction:**

In the 21<sup>st</sup> Century, fast change is the norm. Conceptualizing change management as a specialized practice area or skill is therefore no longer applicable. The need is not so much for campaigns to implement change is not what is needed, but rather for building a capacity for change into the association. Management is no longer the business of a specialized area. Every job and every part of subject to change. Hence everyone needs change management skills and everyone is a change manager. From a sight of change management based on overcoming resistance to change, we have advanced to one that sees change as a negotiable process. The logical consequence is that resistance to change, while normal, need not be the key concern because the organizational culture views change as positive and because change is no longer carried out as something imposed from outside. Really, resistance should be seen not so much as a danger to be avoided but more as an indicator of issues that need to be faced. The "advertising" methodology of change management tended to delegitimize peoples' concerns by putting the focus on acceptance of the message rather than on employees' reaction to it. A good organization has to be honest and proactive about the soreness as well as the gain from change. The 21st century is an age of continuous or permanent change, a fact that can daunt the most progressive leader. To meet the challenge of on-going change successfully, insight and strategies that support change management initiatives at all organizational levels are needed. A myriad of change management models, theories, tactics, and processes exist to help leaders plan and implement change. After working with a lot of these within healthcare practice, education and research.

## **Objectives of the Paper:**

The present paper has been prepared keeping in mind the following objectives.

1. To understand the concept of Change Management.
2. To study the key six principles to change management.

## **Methodology:**

The study is descriptive nature. All are the data present study should have collected from s secondary source of data collection.

### **Concept of Change Management:**

Resistance to change can take many differing forms for many different reasons. Whether the change initiative is departmentally specific or large-scale, resistance is an inevitable aspect of organizational life. As consultants, coaches and mentors, one of the most effective ways we can aid in transitional periods is by possessing as much knowledge about resistance as possible. The reasons, types, behaviors and motivating factors all determine the success of our work, and ultimately our clients' future.

### **Definition Of Change**

'The process of moving from the current way of doing things to a new and different way of doing things'. ~William Bridges.

The majority of people who resist change just don't understand why things need doing different. 'It's the way we've always done it' is the typical response from these persons. WHO RESISTS Understanding why people resist change is only part of the equation. Having an explanation of WHO resists is another key component of dealing with and managing this process. Although there are many hybrids of the groups listed below, typically we can separate people into 1 of 3 categories:

1. **Willing & Able**

These employees are engaged in the change. They are motivated to be a part of it, and can act as strong advocates and change agents with others.

2. **Hesitant But Open**

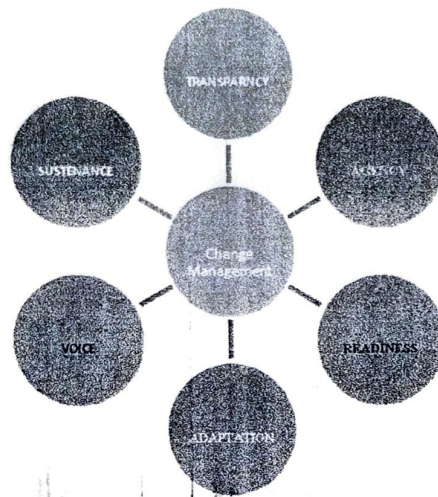
This group is unsure about the change and it's effect on them, but they are willing to listen and make an informed decision.

3. **Resistant to Change**

This group will require the most time by the change leadership. These employees have typically been with the company for the longest period of time and typically do things their 'own' way. These are the employees who see no need to change the current status quo and are vocal about their resistance.

### **SIX Principles to Change Management:**

The leaders may keep in mind six distinct principles to manage change within the organization for successful change. The application of these change principles can guide huge time-intensive changes such as implementing electronic health records as well as less intense yet continuous changes such as adapting to new versions of tried and true software. These key principles are



### Key Principles of change Management

#### Transparency:

One of the most powerful ways of initiate any change is to be totally transparent with all who are involved in the process. Openness, being informative and involving teams and individuals in the process right from the start are critical for raising the energy and know-how needed to move a change through to completion. Changes that are planned behind closed doors, and then announced as a fete de complete often meet with argument and lukewarm reception from those expected to implement the change. It is far wiser to find ways to engage everyone affect by the change to prepare them for action.

#### Agency:

A skilled leader knows how to tap the strengths of those they work with, to catch light a sense of agency, which in nature leads to the desire to act. Setting people at ease, welcoming their ideas and input, and creating an atmosphere that spark supportive and collegial action are important ways to develop agency for change within an organization.

#### Readiness:

Before people can adapt to change, whether grand, small or continuous, they need to feel

ready. Readiness implies the people involved with the change are prepared to take feat, to adapt, and to implement the change fully and totally. It is a fine art to lead an association through the process to a state of willingness, but once it is accomplished, a strong momentum develops. Once willingness is present, people are open to learn, to test and to begin the real work involved to successfully assist with the change process.

**Adaptation:**

All change requires flexibility and alteration from those involved in it. Each person in an association has a unique capacity for adjustment, and this uniqueness should be kept in mind. However, there are ways that leaders can support them to move to a higher level of change. First and foremost, provide adequate time and resources to support the change. These are critical to the adaptive procedure. Education, support personnel, allowing room for experimentation and trial and error are all significant and empowering ways to encourage adaptation in a unified and meaningful way.

**Voice:**

It is important to create an surroundings where all of the people involved feel comfortable about sharing any concern, question, confusion and ideas about the change in a accessible manner. Sometimes being heard is all that is needed to move someone from a stance of resistance through to the process of change. Provide safe mechanisms for communication, using a variety of methods including verbal, written, and electronic, in person meetings, brainstorming sessions, networks and suggestion boxes to provide venue that go with the needs of all involved.

**Sustenance:**

To fully empower people in an association, on-going support, encouragement, education, dialogue and open resources are needed to maintain a high level of nourishment. When people feel supported, they often also feel safe to discover the waters, to try new ideas and are able to stay adaptable. This is dangerous for dealing with the continuing change often present, where every day can bring fresh new challenges and the need to find unusual ways of doing things.

Thus change agency in the 21st century is challenging and often demanding, but it is also an expected capacity in managerial leaders. It is hoped that these six principles offer some useful guidance to help leaders to effectively lead their association through the potential chaos of change in an empowering and productive way.

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