

به نام خدا



وزارت علوم، تحقیقات و فناوری  
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غیر دولتی - غیر انتفاعی

# رفتار سازمانی پیشرفته

کارشناسی ارشد مدیریت منابع انسانی

## مدیریت تحول سازمانی

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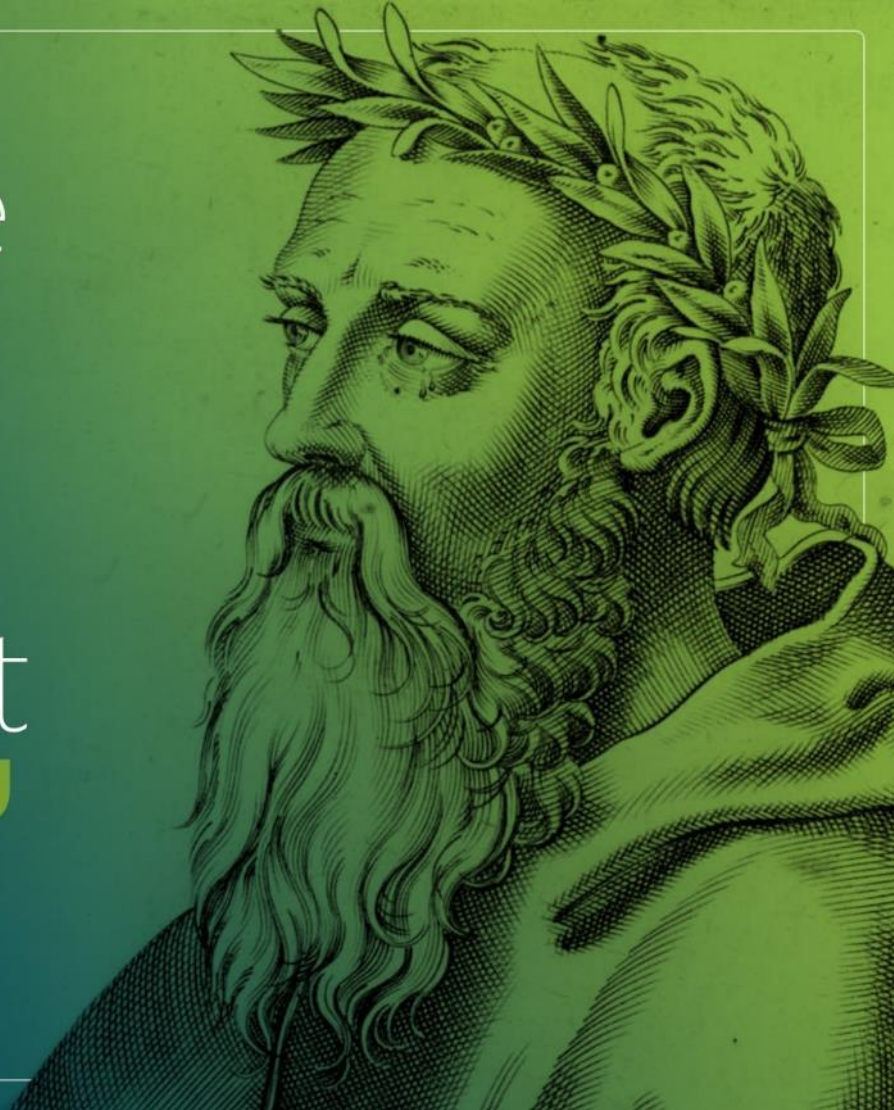


# What is change management?

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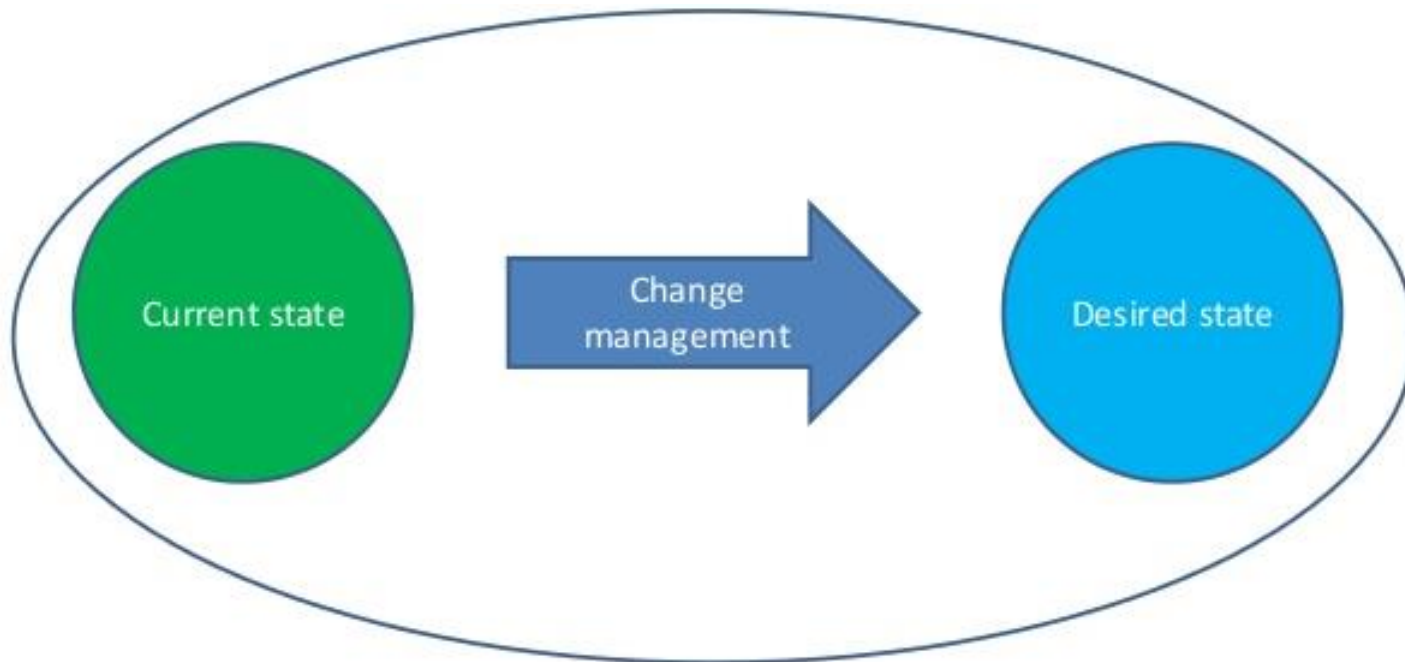
“Change  
is the  
only  
constant  
in life.”

– Heraclitus



# What is change management?

- Is the application of a structured process and set of tools for leading the people side of change to achieve a desired business outcome.



# What is change management?

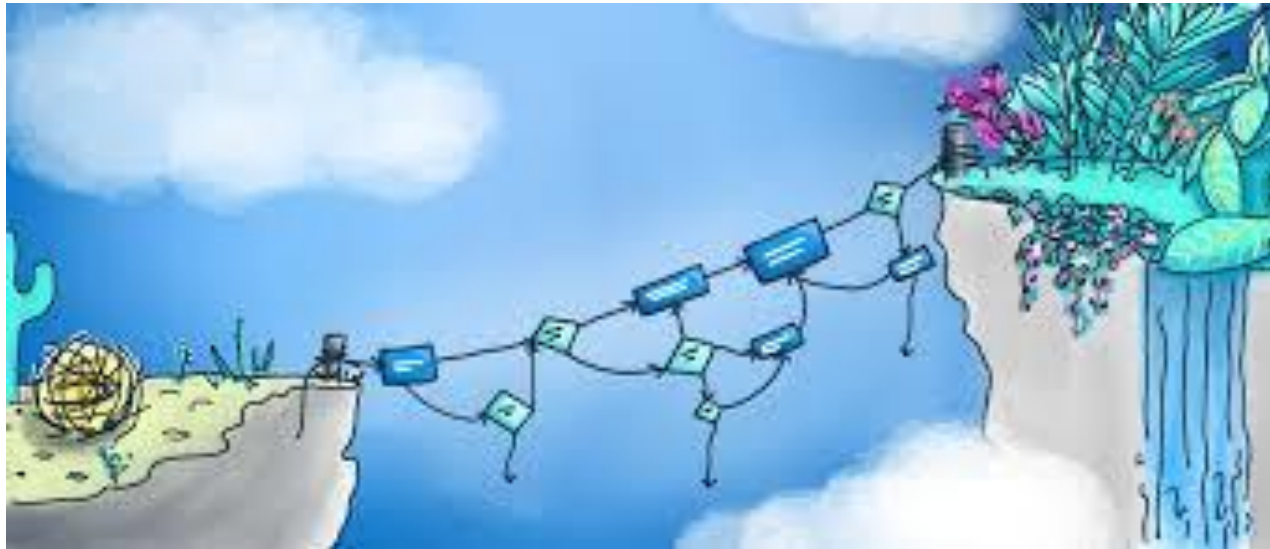
- Is the discipline that guides how we prepare, equip and support individuals to successfully adopt change in order to drive organizational success.
- provides a structured approach for supporting the individuals in your organization to move from their own current states to their own future states.

# Two dimension of change management

- **Change Management as a Process**
  - Effective change management follows a repeatable process and uses a set of tools to drive successful change.
- **Change Management as a Competency**
  - As a competency for leaders, change management is a set of skills that enables change.

# Examples of change

- changes to processes
- changes to job roles
- changes to organizational structures
- Implementation of a new technology.
- merger or acquisition
- Change in leadership
- Change in organizational culture



# Why change management?



# Why change?

- We are living in a time of great change.
- To survive, organizations must manage change at rapid rates.
- To be successful in an environment of rapid and continual change, organizations must grow their change capability.
- Improving an Organization by Altering How Work is Done

# Drivers of change

- ongoing evolution of technology
- internal reviews of processes
- crisis response
- customer demand changes
- competitive pressure
- Globalization
- Changing policies of a government



# Why change management?

- Change Management Increases the Likelihood of Success.
- 76% of CEOs said that their ability to adapt to change will be a key competitive advantage.
- Poorly managing change is costly

# Why change management?

- With excellent change management, employees:
  - Adopt changes faster, more completely and more proficiently.
  - Stay engaged in the organization during disruptive change
  - Understand why the change is happening



# Types of change management

# Incremental vs Radical Change

- The magnitude of a given change will impact how employees react and how you should manage the change.
- Incremental change
  - does not cause employees to move too far from what they know
- Radical change
  - introduces dramatic change.



# Incremental vs Radical Change

- In the context of incremental vs. radical change, we can ask ourselves the following question:
  - How big is the gap between the future state and the current state?

# Anticipatory vs Reactive changes

- **Anticipating Changes:**

- The manager continuously monitors the situation and whenever he expects change, he attempts to make a change in organisation as to get maximum benefits.

- **Reactive Changes:**

- Such changes are generally made for survival of the organisation.
- These changes are forced on the organisation by unexpected environment pressure.

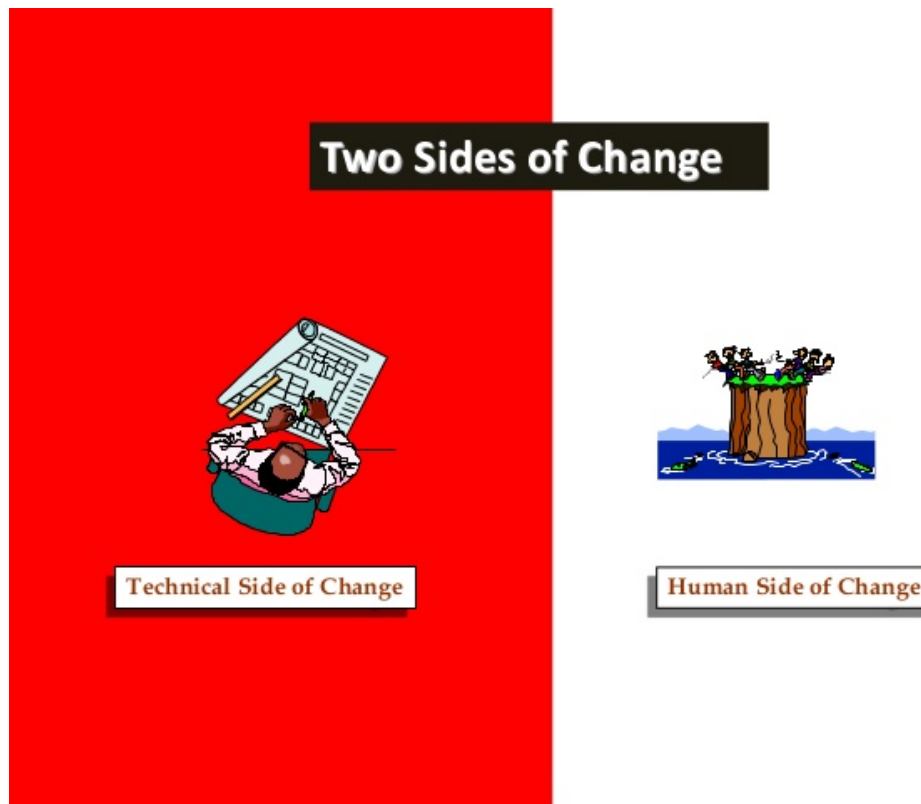


# Operational vs Strategic Change

- **Operational change**
  - introducing changes in the existing operations for realizing the intended goals.
- **Strategic Change**
  - is implemented at the organizational level, which may affect the various components of an organization and also the organizational strategy.

# 2 perspective of change management

- individual perspective
- organizational perspective



# 2 perspective of change management

- individual perspective
  - Is an understanding of how people experience change.
  - Awareness of the need for change
  - Desire to participate in and support the change
  - Knowledge about how to change
  - Ability to implement required skills and behaviors
  - Reinforcement to sustain the change

## 2 perspective of change management

- organizational perspective
  - is the set of actions to help build Awareness, Desire, Knowledge, Ability and Reinforcement across the organization.