

Organization Development and Change

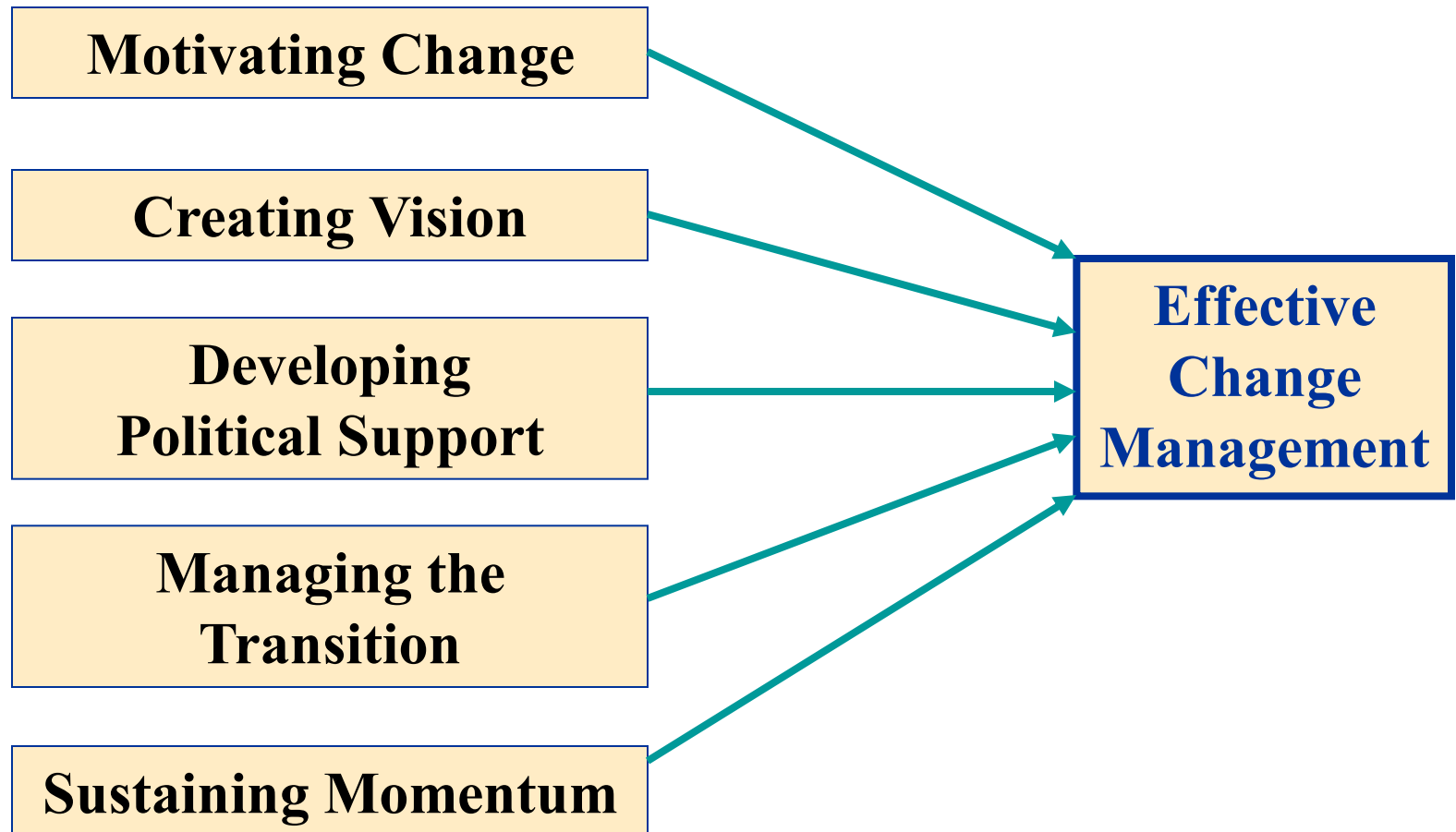
Chapter Ten: Leading and Managing Change

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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

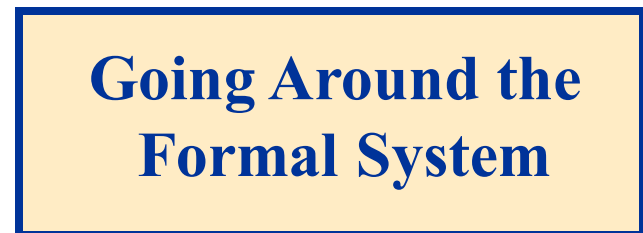
- Assess Change Agent Power
- Identify Key Stakeholders
- Influence Stakeholders

Sources of Power and Power Strategies for Change Agents

Individual Sources of Power



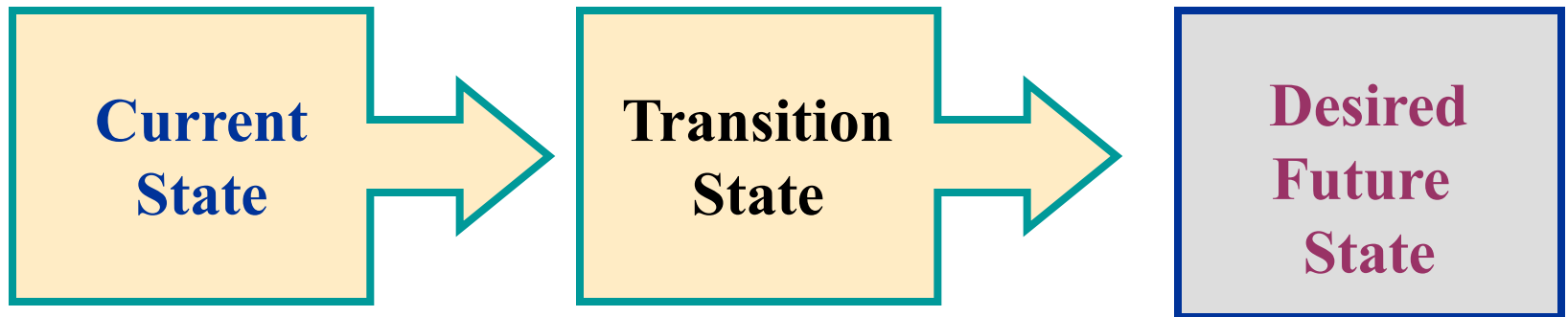
Power Strategies



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