

Organizational Behavior

reviewing, keeping, and sticking to the change

Tomáš Ondráček

ondracek.t@mail.muni.cz

Faculty of Economics and Administration, Masaryk University

2020

Introduction

Change Management Indicator Model



(SARA32, 2020)

COVID

- What about routines?

COVID: Routines



(Young, 2020)

questions

- How to implement change?
- How to review change?
- How to make change stick?

Two Main Approaches

blueprint changes

blueprint changes

- a clear action plan
- ↓
- a vision

- implementation
 - rolling plan
 - monitoring the effect of interventions
 - taking corrective action (learning)

- the validity: a matter of course

emergent changes

emergent changes

- generally defined goals
- a general direction of change
- ↓
- a vision

- implementation
 - an open approach
 - adaptations and revisions

- double-loop learning
 - challenging assumptions to support the change plan

Monitoring

Hypotheses

- cause and effect

(Kaplan, Kaplan, Norton, Norton, & Davenport, 2004)

Hypotheses

- undestandable
- clear
- measurable

(Kaplan et al., 2004)

Monitoring: Questions

- Are interventions being implemented as intended?
- Are interventions producing the desired effect?
- Is the change plan still valid?

(Hayes, 2014: 452–453)

Problems

- the braking factors
- founding
- deviations and deflections
- external factors

(Van de Ven & Poole, 1995: 520)

Measuring

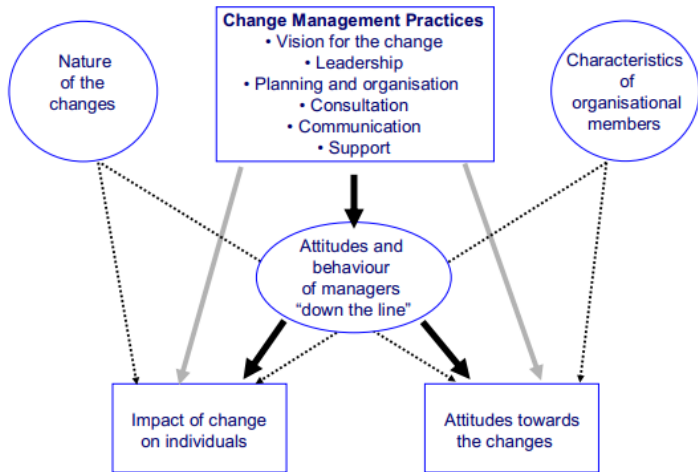
performance

- balance scorecards
 - Financial measures
 - Customer-related measures
 - Internal business process measures:
 - Innovation and learning

(Kaplan, Kaplan, Norton, & Norton, 1996)

Responses

Change Management Indicator Model



(Hayes & Hyde, 2016: 2)

Sustainability

Definitions

- static
- dynamic

(Van de Ven & Poole, 1995: 520–521, 525)

Issues

- perception
- implementation
- timing, sequencing, and pacing

Problems

- Those who initiated the change move on
- Accountability for development becomes diffused
- Knowledge and experience of new practices is lost through turnover
- Old habits are imported with recruits from less dynamic organizations
- The issues and pressures that triggered the change initiative are no longer visible
- New managers want to drive their own agenda
- Powerful stakeholders are using counter-implementation tactics to block progress
- Pump-priming funds run out
- Other priorities come on stream, diverting attention and resources
- Staff at all levels suffer initiative fatigue and enthusiasm for change falters.

((Buchanan, Fitzgerald, & Ketley, 2007) via (Hayes, 2014: 474))

Sources

- Buchanan, D. A., Fitzgerald, L., & Ketley, D. (2007). *Sustaining change and avoiding containment: practice and policy*. The Sustainability and Spread of Organizational Change, 249–271.
- Hayes, J. (2014). *The theory and practice of change management*. Palgrave MacMillan.
- Hayes, J., & Hyde, P. (2016). *The Change Management Indicator*. Retrieved from <http://peterhyde.co.uk/wp-content/uploads/2013/09/The-Change-Management-Indicator.pdf>
- Kaplan, R. S., Kaplan, R. E., Norton, D. P., Norton, D. P., & Davenport, T. H. (2004). *Strategy maps: Converting intangible assets into tangible outcomes*. Harvard Business Press.
- Kaplan, R. S., Kaplan, R. S., Norton, D. P., & Norton, D. P. (1996). *The balanced scorecard: translating strategy into action*. Harvard Business Press.
- SARA32. (2020). *Animals funny - stick with me... change is happen...* Retrieved from <https://memegenerator.net/instance/82038386/animals-funny-stick-with-me-change-is-happening>
- Van de Ven, A. H., & Poole, M. S. (1995). Explaining development and change in organizations. *Academy of management review*, 20(3). doi: 10.5465/amr.1995.9508080329
- Young, A. (2020, Mar). *People are sharing their 'quarantine routines' i've gotta ask, is everyone doing okay?* Retrieved from <https://awol.junkee.com/quarantine-routine-memes/83539>

**M A S A R Y K
U N I V E R S I T Y**