

Organizational Behavior

implementing the change

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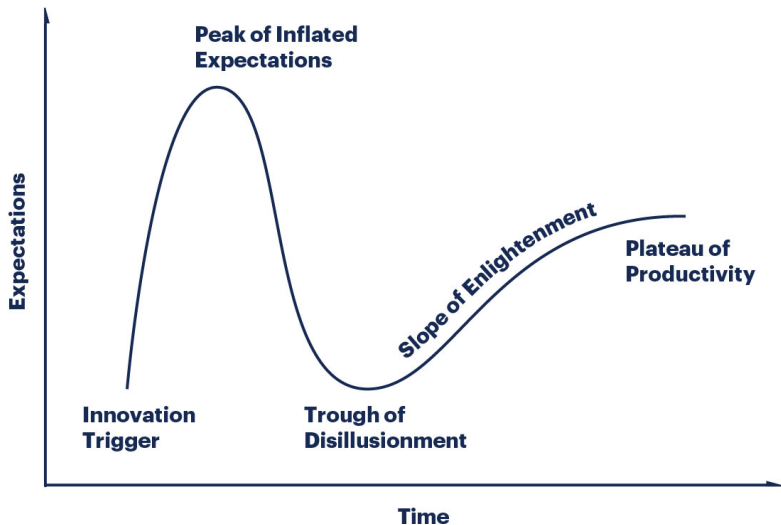
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Introduction

Gartner Hype Cycle



(Gartner, 2020)

core activities

- recognizing and starting
- diagnosing and formulating
- planning
- implementing and reviewing
- sustaining
- leading and managing
- learning

(Hayes, 2014: 436)

Due Diligence

range and complexity of issues

- an industry and competitor analysis
- a product and market analysis
- an assessment of the target's management talent
- an analysis of management fit
- an assessment of potential synergies and technical issues
- a review of the terms and conditions of employment
- an assessment of the compatibility of pension funds and so on

(Hayes, 2014: 438)

fragmentation of the data collection

- external help
- strategic fit
- practical implementation

(Hayes, 2014: 438)

access to information and resources

- obstacles
- insufficiency
- ignorance
- time

(Hayes, 2014: 438)

Psychological Issues

mindset

- leader
- team
- shareholders
- stakeholders

communication planning

- to maximize the likelihood of successful communication
- to coordinate the communication of 'secrets'
- to coordinate internal and external messages
- to provide a contingency plan

(Hayes, 2014: 443)

managing stakeholders

- Aligning and coordinating
- Promoting trust and procedural justice
- Responding to pressure to deliver quick wins
- socioemotional support

(Hayes, 2014: 446–448)

Problems and Obstacles

types of problems I/II

- practical
- theoretical

- procedural
- evaluation
- moral

- personal
- non-personal ...

types of problems II/II

- well-defined vs. unknown or insufficiently defined
- routine vs. unexpected

- real generic
- generic for an institution
- real unique
- first of many

- konvergent
- divergent ...

biases I/IV

- Cognitive biases
 - Anchoring
 - Apophenia
 - Attribution bias
 - Confirmation bias
 - Framing
 - Halo effect
 - Horn effect
 - Self-serving bias
 - Status quo bias

biases II/IV

- Conflicts of interest
 - Bribery
 - Favoritism
 - Funding bias
 - Insider trading
 - Lobbying
 - Match fixing
 - Regulatory issues
 - Shilling

biases III/IV

- Statistical biases
- Contextual biases
 - Academic bias
 - Educational bias
 - Experimenter bias
 - Full text on net bias
 - Inductive bias
 - Media bias
 - Publication bias
 - Reporting bias & social desirability bias

biases IV/IV

- Prejudices
 - Classism
 - Lookism
 - Racism
 - Sexism

dealing with problems

1. problem
 - identification, specification, ...
2. goal
 - determination, criteria, ...
3. ways
 - proposals ...
4. execution
 - realization, (simulation,) ...
5. evaluation

strategies I/II

- understanding
- reformulation
- cause or root
- external help
- logic
 - deduction, induction, abduction, analogy, ...

strategies II/II

- searching for starting points
- evaluating solution
 - optimum, ...
- working with problem solvers
- multi-strategic
- ...

Sources

Gartner. (2020). *Hype cycle research methodology*. Retrieved from <https://www.gartner.com/en/research/methodologies/gartner-hype-cycle>

Hayes, J. (2014). *The theory and practice of change management*. Palgrave MacMillan.

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