

# MS(HR) 552- Characteristics of Organizational Change

## Lecture 16



# Recap from last lecture

In the last lecture, we discussed:

- Getting the whole system in the room
- Search conferences
- Future search conferences
- Beckhard's confrontation meeting
- Strategic management activities

# Topics to be covered today:

- Environment and internal disruptions
- Systematic and Revolutionary
- New organizing paradigm
- Driven by senior executives and line management

# Characteristics of transformational Change

## 1. Change is triggered by environment and internal disruptions

- Industry discontinuities
  - Sharp changes in legal, political, economic and technological conditions
- Product life cycle shifts
  - Changes in product life cycle that require different business strategies
- Internal company dynamics
  - Changes in size, corporate strategy, executive turnover

## 2. Change is systematic and revolutionary

- Reshaping organization's culture and design elements
- Entire nature of the organization is altered fundamentally
- Changes related to structure, human resource practices, etc.
- The faster the organization can respond to disruptions, the quicker it can attain benefits of operating in a new way.

### 3. Change demands a new organizing paradigm

- Discontinuous shifts in mental or organizational frameworks
- Learner, more flexible structures
- Information and decision making pushed down to the lowest levels
- Decentralized teams and business units
- Participative management and teamwork

## 4. Change is driven by senior executive and line management

- There is an active role of senior executives and line managers in all phases of the change process
- They decide when to initiate transformational change
- What the change should be
- How should it be implemented
- Who should be responsible for directing it

# Summary

In today's lecture, we discussed:

- Environment and internal disruptions
- Systematic and Revolutionary
- New organizing paradigm
- Driven by senior executives and line management



Thank you

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