

CHALLENGES FACED BY THE ORGANIZATIONS DURING CHANGE

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ABSTRACT

To bring a successful change in the organizations is a challenging issues today. Change management is about managing each of these elements continually through and during and after any improvement. Improving the ability of the organization to adapt to changes and be more Agile. Change management is a concept that denotes the importance of managing human emotions and employee concerns when major changes are made in an organization. One of the most difficult parts of leadership is encouraging and managing organizational change. It seems that only a small percent of change efforts actually succeed. In the modern business environment, organizations face rapid change like never before. The ability to manage and adapt to organizational change is an essential ability required in the workplace today. Due to the growth of technology, modern organizational change is largely motivated by exterior innovations rather than internal moves. Change management directly affects all departments from the entry level employee to senior management. The entire company must learn how to handle changes to the organization. Today change is constant and organizational leaders who anticipate change and react rapidly and responsibly are successful. Implementing a change in the organization is a challenging issue; it requires a lot of effort and managing capability. I would like to present this paper as a conceptual paper by using secondary source data, in which I would like to discuss change management in brief and emphasis more on the various challenges and issues facing by the organizations during the change.

KEYWORDS: *Change Management, Organizational Change, Resistance to Change, Challenges and Issues.*

I. INTRODUCTION

Change Management is a structured approach to facilitate the adoption of change by groups and individuals within an organization. Change Management emphasizes the “people-side” of change and targets leadership within all levels of an organization including executives, senior leaders, middle managers and line supervisors. Change Management represents a large and rapidly growing discipline that is being increasingly deployed on a global scale by corporations, governmental entities, and non-profits¹. Change management is an approach to transitioning individuals, teams, and organizations to a desired future state. Today’s business environment is unprecedented, in terms of the richness of its opportunities and the scope of its challenges. The need to be nimble, to be able to make quick and effective changes in organizations, is vital in order to remain both relevant and competitive. Constant change is a business reality, and organizations must continually adapt to their environments to stay competitive or risk becoming obsolete. But, the troubling statistics regarding efforts in change initiatives in organizations show that, on average, only about 33 percent of such initiatives are successful.

II. REVIEW OF LITERATURE

Organizational change is an empirical observation in an organizational entity of variations in shape, quality or state over time (Van de Ven and Poole, 1995), after the deliberate introduction of new ways of thinking, acting and operating (Schalk, Campbell and Freese, 1998). The general aim of organizational change is an adaptation to the environment (Barr, Stimpert and Huff, 1992; Child and Smith, 1987; Leana and Barry, 2000) or an improvement in performance (Boeker, 1997; Keck and Tushman, 1993). Many authors (Lawrence, 1954; Maurer, 1996; Strebel, 1994; Waddell and Sohal, 1998, among others) stress that the reasons for the failure of many change initiatives can be found in resistance to change. Resistance to change introduces costs and delays into the change process (Ansoff, 1990) that are difficult to anticipate (Lorenzo, 2000) but must be taken into consideration. Undoubtedly, resistance to change is a key topic in change management and should be seriously considered to help the organization to achieve the

advantages of the transformation. Against a background of rapid technological development, a growing knowledge workforce and the shifting of accepted work practices, change is becoming an ever-present feature of organizational life (Burnes, 2004). However, whilst many organizations appreciate the need for change, as many as 70% of the change programmes do not achieve their intended outcomes (Balogun and Hope Hailey, 2004). Resistance has also been considered as a source of information, being useful in learning how to develop a more successful change process (Beer and Eisenstat, 1996; Goldstein, 1988; Lawrence, 1954; Piderit, 2000;). Undoubtedly, resistance to change is a key topic in change management and should be seriously considered to help the organization to achieve the advantages of the transformation.

III. CONCEPT OF THE CHANGE MANAGEMENT

"When one door closes another opens. But we often look so long and so regretfully upon the closed door that we fail to see the one that has opened for us."

Alexander Graham Bell

One of the most difficult parts of leadership is encouraging and managing organizational change. It seems that only a small percent of change efforts actually succeed. There are many reasons for this indeed; the entire practice of organizational development is based on change management.

1. Gather the information that supports your case for a change effort, and discuss it with those who will be affected by it. You can clarify your vision, anticipate and resolve potential problems, and sometimes even realize that the change is misguided, or that there are far better alternative solutions.
2. Use measurement tools: Tracking the effectiveness of the change effort both tells people that it is important and provides a way to judge how well it is being implemented, or how well it was designed.
3. Avoid eliciting resistance by involving workers from the beginning, clearly explaining the reasons for the change, having a clear strategy, direction, and vision, and respecting the viewpoints of other people.

IV. RESISTANCE TO CHANGE

1. **Uncertainty:** employees usually become nervous and anxious about the change and are primarily concerned about their job security and ability to meet new job demands. You may present them with the facts and answer all of their concerns, but their own internal emotional controls may not allow them to fully comprehend how the change will affect them.
2. **Threatened Self-Interests:** concerns in these areas usually relate to personal power and position power within the organization. No one wants to see their influence diminish within the organization, so they fight the change.
3. **Different Perceptions:** everyone will have their own idea about the change. Thus, they may not see the change as benefiting them, their workgroup, or the customers that are served.
4. **Feelings of loss:** over the course of time, social networks develop within organizations and change disrupts these networks. By way of example, a schedule change might adversely affect a relationship through a change in partners, or status, security, power and the employee's self-confidence.

Overcoming Resistance to Change:

Overcoming resistance to change is not easy, but it is manageable by keeping these goals in mind:

1. **Participation:** keep employee involvement in the planning process at a very high level. When employees can express their ideas and listen to others in the planning process, their own personal buy-in increases and makes the change easier for the organization.
2. **Education and Communication:** keeping communications as wide open as possible reduces the anxiety and uncertainty about the change. When rumors are spread about the change quickly put the facts back out through the information process. Consider having different methods of getting the same message out to staff. For example, a change could be communicated four different ways: at a general staff meeting, through email from the supervisor or senior administrators, work group discussions and press releases.

3. **Facilitation:** several different facilitation tools can be utilized, including a) making small changes, b) making only necessary changes, c) planning changes well in advance, and d) training employees before the change occurs.
4. **Force-Field Analysis:** The title may imply that this idea is from outer space, but FFA is simply a tool that measures forces that act for and against the change. Change agents list these positive and negative criteria (assets/deficits) and then attempt to tip the balance so that the forces for the change outweigh those against the change.

V. CHALLENGES FACED BY MANAGEMENT FOR ORGANIZATIONAL CHANGE

Challenges faced by Management for an Organizational Change are as follows;

1. **Not Enough Time:** A common plea at the beginning of any change effort. This challenge represents a valuable opportunity for reframing the way that workplaces are organized, to provide flexibility and time for reflection and innovation.
2. **Building Commitment:** Creating a compelling picture for change is an important part of a change effort. If people are not sufficiently committed to an initiative's goals, a "commitment gap" develops and they will not take part wholeheartedly. Building commitment depends on candid conversations about the reasons for change and the commitments people can make.
3. **Leadership values:** What happens when there is a mismatch between the manager and employees behavior? People do not expect perfection, but they recognize when leaders are not sincere or open. If leaders and managers do not provide an atmosphere of trust and authenticity, then genuine change cannot move forward.
4. **Fear and Anxiety:** Everyone expresses their fear and anxiety with a different form of defensiveness. How do you deal with the concerns of an individual about exposure, vulnerability and inadequacy, triggered by the conflicts between increasing levels of candor and openness and low levels of trust? This is one of the most frequently faced challenges and the most difficult to overcome.

5. **Believers and Nonbelievers:** Riding on a wave of early success, speaking their own language, the design group becomes increasingly isolated from the rest of the organization. Outsiders, meanwhile, are put off and then turned off by the new, unfamiliar approaches and behavior. These misunderstandings easily accelerate into unnecessary, but nearly unavoidable, opposition.
6. **Governance:** As the change capabilities and activities increase, it runs into the priorities and established processes of the rest of the organization. This leads to conflicts over power and autonomy and to a destructive, "us-versus-them" dynamic that nobody wants and that could be avoided if the capabilities are in place for organizational redesign.
7. **Diffusion:** Unless organizations learn to recognize and deal with their mysterious, almost unnoticed inability to transfer knowledge across organizational boundaries, people around the system will not build upon each other's successes.

Challenging Elements for Managers for Organizational Change:

Planning and managing change, both cultural and technological, is one of the most challenging elements of a manager's job. Obviously, the more a manager can plan in anticipation of a change, the better she serves her subordinates and the organization. Diagnosing the causes of change and structuring a program to promote a smooth transition to the new process, structure, and so on, is critical to a manager's success. Managers need to be aware that organizations change in a number of dimensions that often relate to one another. These dimensions include;

1. **Extent of planning:** Although experts differ about how much change can be planned, managers still need to take steps to set up conditions that permit and even encourage change to occur.
2. **Degree of change:** Changes may be incremental (relatively small, involving fine-tuning processes and behaviors within just one system or level of the organization) or quantum (significant change altering how a company operates).
3. **Degree of learning:** This dimension relates to the degree to which organizational members are actively involved in learning how to plan and implement change while helping solve an existing problem.

4. **Target of change:** Organizational change programs can vary with respect to the hierarchical level or functional area of which the change is targeted. Some changes are designed to influence top management and assist them in becoming stronger leaders. Other change programs may involve basic learning, such as customer services techniques for lower level employees.
5. **Organization's structure:** Is it very stiff and bureaucratic? Is there a need for emphasis on policies, procedures, and rules? Some organizations are very stiff and bureaucratic and may need to “loosen up.” Other organizations may suffer from lack of organization structure. They may need to emphasize policies, procedures, and rules.

VI. CONCLUSION

Change is usually always good. It brings fresh ideas and opens up new doors for employees. A successful change helps to expand the business into the greater extent Change management in an organization can be a very difficult task to assume. It is challenging issue for the management to implementing a change in the organization. Management has to understand the kind of change required and different characteristics for different approaches to implement a change in the organization. Management should be in a position to face challenges for implementing a change in the organization. Management has to develop strategies to overcome the resistance of change, then only it can see a successful change management. Today change is constant and organizational leaders who anticipate change and react rapidly and responsibly are successful. However, the organizational leaders who anticipate and invent the future are even more successful because those who invent the game are the leaders in their industry. Other organizations are followers that adapt to change. Successful change management procedures allow an organization to move forward confidently to absorb changes without disaffecting staff. Appreciating the best of the way things are done now, so that the future is built on current strengths within the organization.

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