



CHANGE STRATEGIES

Associate Prof. Necmi Esgi,

GaziosmanPasa University Computer and Inst. Technology, TURKEY.

ABSTRACT

In this paper, Five of changing strategies are discussed. Each of them has own perspective to manage the change, the first one is Lewin's three step approach (1951), the second is The classical hybrid com study by Ryan and Gross (1943), the third is The adoption model by E. Rogers (1962), the fourth is Industrial setting model by Blake and Mouton (1982), and the last one is another industrial change model by Donald Kirkpatrick (1985). That can be said that there is no perfect one strategy for implementing changes. All strategies have different research sources and different perspectives to manage the change. But, some general suggestions can be offered for implementing changes.

KEYWORDS

Change Strategies, Lewin, Ryan and Gross, Rogers, Blake and Mouton, Kirkpatrick.

1) INTRODUCTION

Human beings are the only inhabitants of this world capable of determining their own destiny. And of even greater significance, they can change that destiny if they so choose. Can we imagine a caterpillar deciding not to become a butterfly or a salmon electing not to return to the spawning grounds? These are instinctual responses over which the creature has no control. In one sense, animals have an easier time because they do not struggle over the ultimate meaning of life, whether they would find greater fulfillment in one endeavor (flying) as opposed to another (swimming), or whether they are achieving their potential. They simply reenact the same pattern which has shaped the behavior of their species for countless

generations.

Human beings have the capacity to select purposes from several alternatives. We can decide who are and what is worth striving for. After our choices are made, we mobilize our behavior to serve these choices. If one action does not work as anticipated, we can try another or abandon the goal in favor of something else. The human experience is characterized by a ceaseless process of evaluating, deciding, behaving, re-evaluating, re-deciding. As a result, we are constantly undergoing change. We are not the same today as yesterday and will not be the same tomorrow. The definition of change can be the differences between yesterday, today, and tomorrow.

In this research paper, some of popular and commonly accepted (5) strategies will be discussed based on literature review. Each of them has own perspective to manage the change, the first one is Lewin's three step approach (1951), the second is The classical hybrid com study by Ryan and Gross 1943), the third is The adoption model by E. Rogers (1962), the fourth is Industrial setting model by Blake and Mouton (1982), and the last one is another industrial change model by Donald Kirkpatrick (1985).

2) LITERATURE REVIEW

Kurt Lewin's three step approach :According to Lewin (1951) this analysis of the history of marriage has proceeded in a series of three steps: first, a separate analysis of the psychological situation of the husband and that of the wife, at time 1, with the purpose of deriving the next behavior of each. Second representing the resultant sociological ("objective") situation at time 2. Third, deriving with the help of laws of perception the resultant psychological situation for husband and wife at time. This would give the basis for the next sequence of three steps, starting with the analysis of the psychological situation of the persons involved to predict their actual next step. Such procedure looks involved, particularly if we consider groups, composed many members. Is it possible to eliminate he "objective" or the "subjective" aspect of this analysis ? Actually, social science faces here two types of question: one concerning the size of units, the other concerning he role of perception in group life. It would be prohibitive if analysis of group life always had to include analysis of the life space of each individual member. Analysis of group life can proceed rather far on the basis of relatively larger units. In the end, of course, the theory of small and large units has to be viewed in social science as well as in physical science as one theoretical system. But this stage can be reached only after an it tack on both the larger and smaller units. He asserted that (1960) group conflict would have quite different solutions if the various groups concerned did not perceive differently the situation existing at a given

time. To predict or to understand the steps leading to war between two nations A and B it seems to be essential to refer to the group life space of A and to the different life space of B. This means that the analysis of group interaction has again to follow a three step procedure, moving from the separate analysis of the life space of each group to the group conduct in the total social field and from there back again to the effect on the group life space.

Figure1 . Life spaces of a husband and a wife the social field containing them
(Lewin,1960,p10).

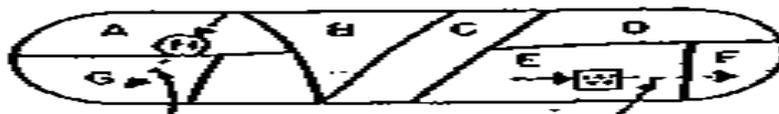
LIFE SPACE OF HUSBAND AT TIME L



Intended locomotion

Expected locomotion

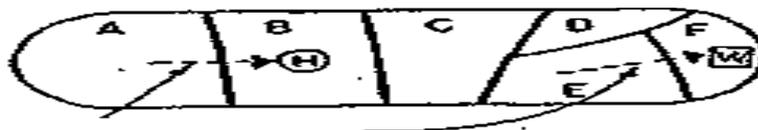
LIFE SPACE OF WIFE AT TIME C



Expected locomotion

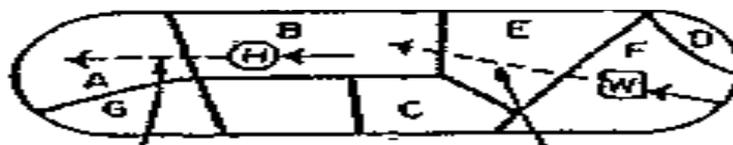
Intended locomotion

SOCIAL FIELD AT TIME 2



Actual locomotion

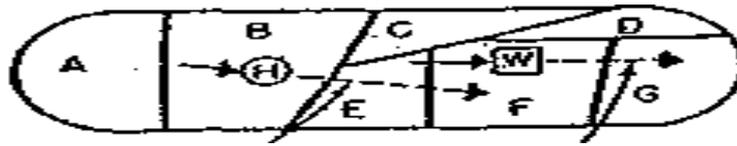
LIFE SPACE OF HUSBAND AT TIME 2



Intended locomotion

Expected locomotion

LIFE SPACE OF WIFE AT TIME 2



Expected ocomotion

Intended locomotion

Hybrid Corn study: According to Ryan and Gross (1943) the introduction of hybrid seed corn has been the most striking technical advance in Midwestern agriculture during past decade. Although a few experimenters had been acquainted with the this new and sturdier seed for many years, only since 1937 has it become a nationally important production factor. It has been estimated that between 1933 and 1939 acreage in hybrid corn increased from 40,000 to 24 million acres (about one -fourth of the nation's corn acreage). The very apidity of its diffusion makes this trait attractive for study. This is true not only because farmers are usually "conservative", but also because its adoption is well with in the memory span of current farm, operators, and hence amenable to more intensive study than would otherwise be possible.

Ryan and Gross indicated (1943) that the 1930's afford a curiously complex background to the diffusion of a new, hardier and more productive breed of corn. On the whole unusual circumstances of this decade should have preferred the more rapid spread of the trait rather than its stalemate, but this supposition cannot be accepted openly. To ascertain the process through which hybrid seed was surveyed into the technicways of the Corn Belt, two communities in central Iowa were selected for study in the summer of 1941. Practically all of the farm operators depend upon the two town centers of Grand Junction and Scranton were included, totaling 323 farmers. Since 64 of these had started farming since hybrid corn began its spread, they have been excluded from the analysis. similar, allowing for a time lag of roughly five years between first knowledge and first adoption,' some differences are worth noting. In conclusion Ryan and Gross (1943) stated that it has been evident that the acceptance sequence of hybrid in the communities has followed a bell shaped pattern. Certainly the cumulated frequency curve of acceptance would appear similar to the S curve familiar to students of growth phenomena. Pemberton has attempted to give a precise mathematical statement of this, arguing that diffusion may be expected to follow a normal frequency distribution unless up set by crisis conditions.

Adoption model :According to Rogers (1995) the innovation development process consist of all of the decisions, activities, and their impacts that occur from recognition of a need or problem, trough research, development, and commercialization of an innovation, through diffusion and adoption of innovation by users, to its consequences. Besides innovation development process, he mentioned that the innovation decision process is the process through which an individual passes from first knowledge of an innovation to a decision to adopt or reject to implementation of the new idea, and to confirmation of this decision. Rogers (1983) indicated that this process has five steps or stages.

-Knowledge occurs when an individual and/or other decision making unit is exposed to the innovation's existence and gains some understanding of how it functions.

-Persuasion occurs when an individual and /or other decision making unit forms a favorable attitude toward the innovation.

-Decision occurs when an individual and or other decision making unit engages in activities that lead to a choice to adopt or reject the innovation.

-Implementation occurs when an individual and /or other decision making unit puts an innovation into use.

-Confirmation occurs when an individual and /or other decision making unit seeks reinforcement of an innovation decision already made, but he or she may reverse this previous decision if exposed to conflicting messages about the decision (Rogers, 1995).

According to Rogers (1983) the innovation - decision process is essentially an information - seeking and information - processing activity in which individual is motivated to reduce uncertainly about the advantages and disadvantages of the innovation. An innovation typically contains software information, which is embodied in the innovation and serves to reduce uncertainly about the cause effect relationships that are involved in achieving a desired outcome. How to knowledge consists of information necessary to use an innovation properly. The adopter must understand what quality of an innovation to secure, how to use it correctly, and so on. In the case of innovation that are relatively more complex, the amount of how to knowledge needed for proper adoption is much greater than in the case of less complex ideas. At the persuasion stage in the innovation decision process the individual forms a favorable or unfavorable toward the innovation. The decision stage in the innovation decision process occurs when an individual (or other decision making unit) engages in activities that lead to a choice to adopt or reject the innovation. Adoption is a decision to make full use of an innovation as the best course of action available. Rejection, is a decision not to adopt an innovation. He stressed (1983) an unusual and interesting case of almost

continuous re-invention is provided by airplane hijackings. The first act of such air piracy occurred in Peru in 1930 ; this was the original act of invention. But airplane hijackings really began to diffuse in early 1968, with a spate of hijackings to Cuba . During the first cycle of hijackings over the next to and one half years, the mass media described each event in great detail, allowing future hijackers to learn useful lessons from previous attempts. About 80 percent of these seventy hijackings (occurring in 1968 - 1970) were successful, even though the Federal Aviation Agency (FAA) took more and more counter measures to prevent the hijacking attempts the screening of all airline passengers prior to boarding an aircraft, development of a profile of the typical hijacker, legal punishment for hijackers, and so on. No direct communication could have occurred among the hijackers, but thanks to the mass media accounts of hijacking, they were able to learn which techniques of hijacking had failed or succeeded. And as soon as an FAA counter measure blocked one technique of hijacking, Rogers (1962) indicated that human behavior change is motivated in part by a state of internal disequilibrium or dissonance, an uncomfortable state of mind that the individual seeks to reduce or eliminate. When an individual feels dissonant, he or she will ordinarily be motivated to reduce this condition by changing his or her knowledge, attitudes, or actions.

Blake and Mouton 's industrial setting model: According to Blake and Mouton (1982) a norm is any uniformity of attitude, opinion, feeling, or action shared by two or more people. Groups are characterized by the norms their members share. For all practical purposes, a group could not be a group if it lacked norms to regulate and coordinate interactions among members. The reason is that there would be no basis for coordination or cooperation. If norms were absent, we might refer to the individuals who are physically assembled in the same place as an *aggregate*, but not as a group. The concept of norms and other groups related to it (such as standards and traditions) are not often used to describe individuals. Groups have norms, but individuals usually are not pictured that way. By contrast, concept such as attitudes, opinions, and feelings convey something about individuals that groups may be said to lack. Individuals have opinions, groups do not. The same holds for attitudes and feelings.

Blake and Mouton indicated (1982) that a *tradition* , for example, is a norm established in the remote past that continues to influence our current behavior. A *precedent* is some action taken at a prior time that served to model a solution to a problem . It, too, has become a norm. A *habit* is a typical way of dealing with something almost automatically. Here again,

the word, *norm* appropriately describes what happens . A *rule* is an explicit statement of how something should be done. When people accept it as sound and okay, a rule takes on the status of a norm and also governs our attitudes toward the specified behavior. The same is the true of a regulation. Whenever two or more people share a group norm, it is likely they will also feel and express similar, if not identical, attitudes and values. These shared attitudes are difficult to see except when someone acts in a manner inconsistent with the norm .

Kirkpatrick 's industrial model: According to Kirkpatrick (1985) in order to manage change effectively, a systematic approach is required. The following seven steps should be followed to ensure hat best decisions are made and that the changes will be accepted by those involved. Step 1. “ Determining the need or desire for a change . This can be done in many ways. For example, based on facts or feelings, top management can determine that there is a lead. Or, a manager, either personally or based on suggestions from subordinates and / or others, can decide that there is a need for change”(Kirkpatrick, 1985, p. 101). step 2. “ Preparing a tentative plan(s) . A tentative plan or plans should be developed in order to implement the change. The emphasis should be on the word *tentative*, *which*. means “ subject to the change “. It is important at this step that those who develop the tentative plan(s) are open to change and do not take a defensive attitude when reactions ire negative and /or suggest mortification. To be open minded at this point is a prerequisite for the effective implementation of the change. Otherwise, those who have there ideas will recognize that their impute is not really being considered. The :consequences will be a reluctance to speak freely as well as resentment for being asked without being listened to” (Kirkpatrick, 1985, p. 102-103). Step 3. “ Analyzing probable reactions. Almost every proposed change will be met three different types of reactions. Some people will resent and possible resist the change if it is implemented. Some people will remain neutral they could care less whether the change is made or not. And others will accept and possibly welcome to change. At this point it is important for managers to understand the individuals who will be involved “ (Kirkpatrick, 1985, p. 103).

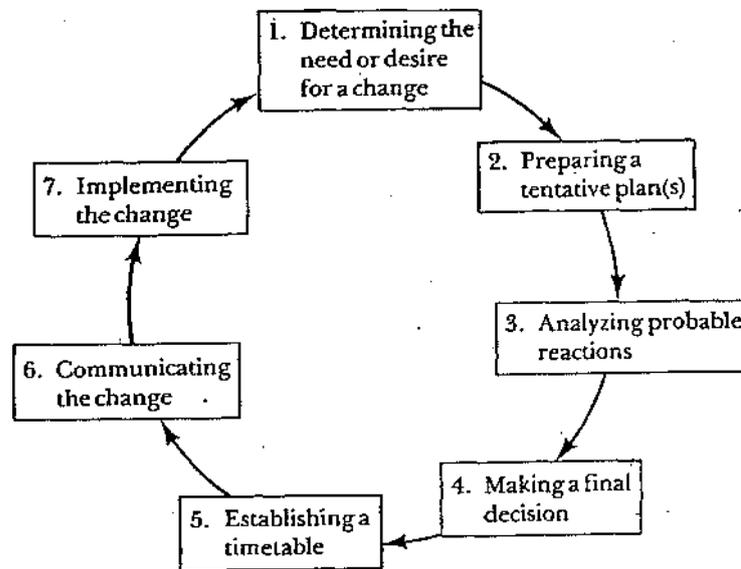


Figure 2. A manager's model for change, (Kirkpatrick, 1985, p. 102).

Step 4. “ Making a final decision. The final decision should be made after comparison of the plans and approaches that have been considered. The brainstorming described in step two can produce many options to consider. The reaction to tentative plans can also help in making a final decision” (Kirkpatrick, 1985, p. 103).Step 5. “ Establishing a time table. Sometimes, the change is a simple one and can be implemented in one step. Other changes may be complicated and require a time table for implementation “ (Kirkpatrick, 1985, p. 104).Step6. “Communicating the change. Although it is listed as step six, communication is a continuous process that begins in step one. It must be a two way process telling and listening to reactions and suggestions. When the final decision has been made and a time table has been established, a through, planned communication approach is necessary “ (Kirkpatrick, 1985, p. 106).Step 7. “Implementing the change. This is the action step in which the final decision is implemented according to time table in step five. Continuous evaluation is integral part of this. If the change is not proceeding as planned and resistance is evident, it is important to stop and evaluate the situation. The decision arrived at in the step four first reviewed. Should the decision be modified ? Should it be considered ? If it is still felt that it is the best decision ? the time table should then be analyzed ? Is it being too rapidly ? There is an underlying philosophy of participation in the entire model. Kirkpatrick indicated (1985) that “ Critical elements include empathy (analyzing probable reactions), communication, and participation. The objective of the model is to implement the best possible change with greatest degree of acceptance on the part of those involved.

3) IMPLICATIONS AND APPLICATIONS

Miller (1990) said that “ the common quoted change process featured in most organizational books is Lewin’s (1951) three step approach : *unfreeze*, awareness of need or change; *change*, movement from the old stage to new one, and *unfreeze*, operate on new premises or conditions. Bennis, Bennis, and Chin indicated (1964) Lewin has outlined three dynamically different cases of psychological conflict. They use the terms “ plus”, “positive valence”, “ approach “ in reference to existence of forces directed toward a given region. Similarly, the term ‘minus’, “negative balance”, “avoidance “ will refer to forces away from some region. The equilibrium of the forces is unstable, since any slight change in the relative attractiveness of the two regions will drive the person off the exact center and toward the nearer goal region increases progressively, and the person is induced to continue his locomotion in that direction., So for example, the TV viewer who has selected channel 2 over channel 4 if the program lives up to his positive expectations. At the end of the program, a new constellation of forces may induce him to change his station or turn off the set (Bennis, Bennis, and, Chin 1964).

Davis (1940) discussed that Each living being, each personality, each culture rises to its point of greatest momentum, where its real influence on the outside world begins. At this point people and animal are ready to influence others by teaching and sample, cultures are ready to give their best (or their worst) to their neighbours. Hipps, G. M.. (1982) discussed “stages” have been presented as a model for describing the adoption process. These are as follows.

- Awareness: individuals learns of the idea or practice but has little knowledge about it.
- Interest: individual develops interest in the idea, seeks more information about it, and considers, its general merits.
- Evaluation : individual makes mental application of the idea, weighs its merits for its own situation.
- Trial: individual actually applies the idea or practice usually on a small scale.
- Adoption: stage of acceptance leading to continued use.

According to Rogers (1958) a method is suggested by which the adopters of agricultural practices may be classified into five adopter categories of innovators, early adopters, early majority, and laggards. In another research Rogers (1958) found that technological change as

measured by an adoption of farm practices scale, varies with the concepts of change orientation, communication competence, and status achievement. No significant relationships were found between technological change and locality group cohesion, family integration and kinship group cohesion.

The differences in the economic value of human organizations of these two firms would be reflected by the differences between them in present and future earnings, attributable to the differences in their human organizations (Likert, 1967). Salaman (1992) stated that The success of change initiatives is depend upon manager lamessing the social forces of organization through their role shaping and guiding values o create, maintain and modify organizational cultures.

4) CONCLUSION AND RECOMMENDATION

Miller (1990) suggested that strategies for change need to be designed to fit the nature of a particular institution or a consortium, the governance style of the institution, required the complexity and, sensitivity of innovation. After observing five different change strategies and models. That can be said that there is no perfect one strategy for implementing changes. All strategies have different research sources and different perspectives to manage the change. But, some general suggestions can be offered for implementing changes; These are:

- Needs or problems should be clarified,
- Sources (human and material) should be made suitable.
- The planned change process should be designed to meet the context, the need and opportunities. -Borrowed solutions will not work for the institution and / or society which needs to be changed. -Because all institutions and /or societies have different social structure and unique social climate.
- The suitable solution should answer concerning the right question.
- The succeed of a change strategy is up to participation of the clients in the institutions and / or societies. So, active participation should be made.
- Sufficient, effective, empathetic leadership should be used.
- Feedback of the change is important, and this is active evaluation process.
- Back and fourth effects should be measured, and feedback should be taken.

REFERENCES

- Benni, K.,and Chin, R. (1964) *The Planning of Change* . (Second edition). Holt Rinehat and Winstem, New York - Chicago- San Francisco- Toronto.
- Blake, R., Mouton, J. (1982) *Productivity: The human side*. Ama Com.
- Davis (1940) *Tecnichways in American Civilization*. *Social Forces* Volume 18. p. 64- 89.
- Hipps, G. M.. (1982) *Effective Planned Change* Jossey Bass Publishers, San Francisco Washington London.
- Kirkpatrick, D.L. (1985), *How to manage the Change effectively*. Jossey Boss Publishers.San Francisco, London.
- Lewin, K. (1951). *Field Theory in Social Science*. Harper Torchbooks. New York Evanston and London.
- Lewin, K. (1960). *Frontiers in Group Dynamics* . *Social sciences*. Vol. 1. no. 1, p. 9.1
- Likert,R. (1967). *The Human Organization* . McGraw- Hill, New York.
- Miller, R. I. (1990) *Major American Higher Education Issues and Challenges in the 1990*. Jessica Kingsley, London.
- Rogers, E (1995), *Diffusion of Innovation Fourth Edition*, The Free press, New York.
- Rogers, E (1983) *Diffusion of Innovation Third Edition*, The Free press, New York.
- Rogers, E (1962) *Diffusion of Innovation First Edition*, The Free press, New York.
- Rogers, E (1958), “ A Conceptual Variable Analyis of Technological Change “,*Rural Sociology*, v. 23, p. 136-145.
- Rogers, E (1958), *Categorizing the adopters of Agricultural Practices* , *Rural Sociology*, y. 23, p. 345- 354.
- Ryan, B. and Gross, N. (1943) *The Diffusion of Hybrid Seed com in two Iowa communities*, *Rural Sociology*. Vol. 8. p. 15-24.
- Salaman, G. (1992). *Human Resource strategies*. The Open University Press. London, Newbury Park, New Delhi.