

A THEORETICAL PERSPECTIVE OF QUALITY OF CHANGE MANAGEMENT IN 21ST CENTURY ORGANIZATIONS

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ABSTRACT: This article clearly explained importance of change management in 21st century organizations. Every organization need change management to do create healthy environment and facing challenges solving issues to attain competitiveness in 21st century organizations. Management has tried to avoid confusion regarding change within organization. The main objective of this article is in 21st century every organization has to maintain quality in managing change for improving productivity by involving all levels of peoples within organization by overcome the challenges occurred in maintaining quality in managing change by following some successful tips.

KEYWORDS: Need of change management, Quality of change management, Toolkit for managing change, Tips for successfully managing change in 21st century organizations.

1. INTRODUCTION

Organization means where individuals from different culture and nature come together and work to achieve certain objectives and targets. Organizational changes are the changes of attitude, nature and interest of employees, technological and environmental changes related to an organization. It may effect on people, structure, technology, and other elements of an organization.



In 21st country every organization needed management change for survive in the market. Quality of change management means doing things rights the first time. Quality stands for

- ♥ Q: Quest for Excellence
- ♥ U: Understanding Requirements of organization as per industry
- ♥ A: Action to achieve employee appreciation
- ♥ L: Leadership Determination
- ♥ I: Involving all people
- ♥ T: Team spirit to work for common goal
- ♥ Y: Yard sticks measure progress

2. DEFINITION OF CHANGE MANAGEMENT

Organizational change may be defined as the adoption of a new idea or a behavior by an organization

→ Daft

Change management is the strategy of planned and systematic change, which is achieved by the influence of the organizational structure, corporate culture and individual behavior, under the greatest possible participation of the employees.

→ Gabler

3. NEED OF MANAGEMENT CHANGE IN 21ST CENTURY

21ST Century organizations are facing forces that make change inevitable. Those forces are both internal and external forces. External forces such as new workforce demographics changing expectations about quality, productivity, and customer satisfaction and new technologies are dramatically affecting the operating environment in organizations worldwide.



Internal forces such as financial constraints, the requirements to do more with less, cross – functional teams, mergers and acquisitions, and empowered workers all affect organizations abilities to compete in the global marketplace.

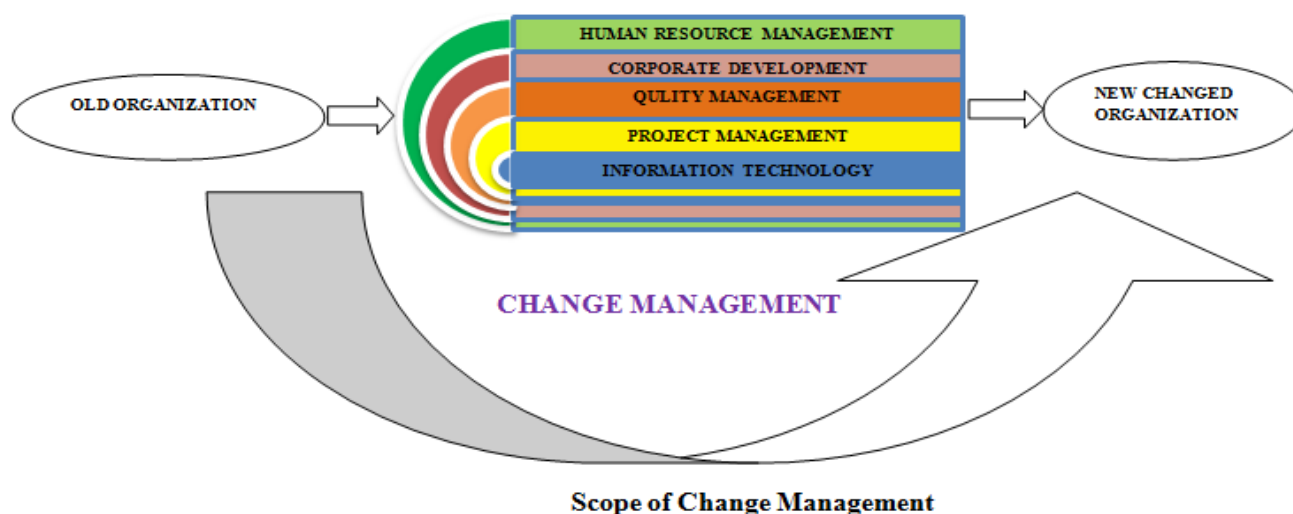
In 21st century organizational change is important because of following reasons.

1. Changes in environment
2. Changes in managerial level – human resources
3. Deficiency in present organizations
4. Check the growth of inflexibility
5. Change in technology used.
6. Changes in customer expectations or tastes
7. Changes as results of competition
8. Changes as a result of government legislation
9. Changes in communication media
10. Changes in supply chain and distribution chain
11. Changes in society's value systems

4. SCOPE OF MANAGEMENT CHANGE IN 21ST CENTURY

Change management can makes that all employees effectively participate in organization. Top management frames the vision of the organization for developing appropriate strategies. To implement all strategies every employee to lean about change and that

to develop a culture between both management and work force Change may need for every industry and every organizational function.



The way of change can impact on the all individuals working in organization. Change processes influence

- ✓ What the organization does
- ✓ The way the organization does things
- ✓ The way all business units of the organization communicate and share information.

Human resource department has a critical plays in change process. Change always impact on employees for developing objectives. Technology can influence change apart of employees.

5. OBJECTIVES OF MANAGEMENT CHANGE IN 21ST CENTURY

1. Make organisations better adaptive to its environment which always keeps on changing.
2. Make the members willing face organizational problems and contribute creative solutions to the organizational problems.
3. Improve internal behavior patterns such as interpersonal relations, intergroup relations, level of trust and support among the role players.
4. Understand own self and others, openness and meaningful communication and involvement in planning for organizational development.
5. To improve organizational performance as measured by profitability, market share, innovativeness, etc.

6. QUALITY OF CHANGE MANAGEMENT IN 21ST CENTURY

Change management means managing change to the making of changes in planned and managed. Quality of change management is the totality of functions involved in the determination and achievement of quality in all aspect of organization by coordinating activities. Peter ducker proposed six C's for effective change management commitment, Communication, Consensus, Consistency, cultivation constantly. Management can change the organization in 10 ways for changing organization move from current state to business operations.

6.1 Mission & Strategy

Changing mission and strategy is very difficult for organization. In practical all changes in organization are integrated to the organization mission and strategy. If change can impact on mission and strategy organization may reverberate.

6.2 Organizational Structure

Change management can change organizational structure refers to the objectives, roles and responsibilities of departments, teams and individuals.

6.3 People

Hiring, assigning roles & responsibilities, training and development other individual changes.

6.4 Culture

Culture Changes to the principles, expectations, norms, working habits and symbols of an organization.

6.5 Knowledge

Changes to the knowledge assets of an organization in the way of changing mission and strategy and assigning roles and responsibilities to employees by top management

6.6 Policies & Legal Agreements

A change as minor as a new rule or policy can have a big impact on an organization.

6.7 Processes

Changes to business process and tasks represent amongst the most common type of change. Many organizations have implemented continuous improvement programs that change processes on a regular basis. Processes also need to change to support new strategies or to leverage new technologies.

6.8 Technology

Technology plays a major in management change. It is common for every organization for letting it drive within the organization. Some firms focus on infrastructure, systems, and tools.

6.9 Products, Marketing & Customer Relationships

Customer is valuable to organization so customer relationships depend up on product; marketing and sales are a critical focus for many organizations.

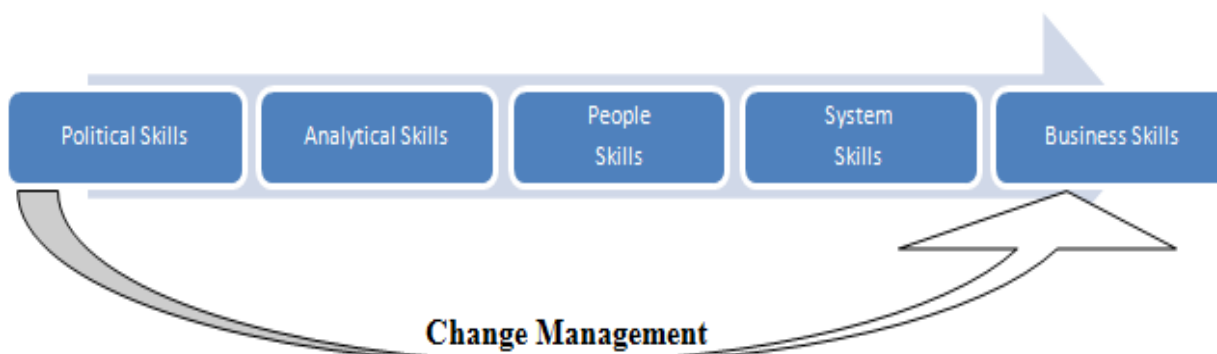
6.10. Integration

Integration means coordinating the entire activities compliment and adds value to each other. This integration change is most difficult change processes need to work with technology. Employee need to follow rules align with culture.

7. TOOLKIT FOR MANAGING CHANGE IN 21ST ORGANIZATIONS

According to Nicklos manage change effectively; the following sets of skills are required

Change Management

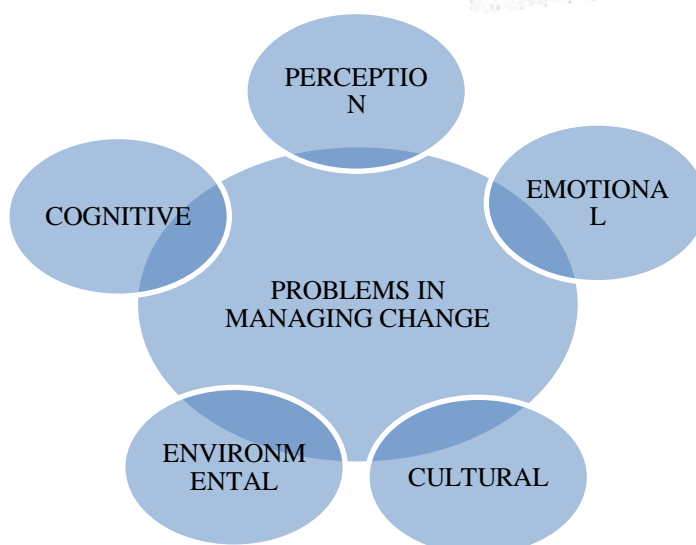


In 21st century every management has follow some change strategy tips for managing change are explained as follow

- 7.1 Grand Strategy** Grand Strategy means there is no single strategy management can adopt a general.
- 7.2 Degree of Resistance** Strong resistance argues for coupling of power – coercive and environmental adaptive strategies. Weak resistance of concurrence argues for a combination of empirical – rational and normative – re-educative strategies.
- 7.3 Target Population Large** Populations argue for a mix of all four strategies
- 7.4 The Time Frame** Short time frames argue for a power – coercive strategy. Longer time frames argue for a mix of empirical – rational, normative – re-educative and environmental-adaptive strategy.
- 7.5 Expertise** Having adequate expertise at making change argues for some mix of the strategies Outlined above.
- 7 Dependency** This is a classic double-edged sword. If the organization is dependent on its people, management’s ability to command or demand is limited.

8. PROBLEMS IN MANAGING CHANGE

Managing change process and successfully implementing change organization has to follow many models systematically. Change always impact on people so there are many challenges in successfully implementing change.



8.1. Challenges of perception

Perceptual challenges are outcome on analysis of own situation (internal analysis, identification of internal weaknesses). These perceptual challenges are not really handle the root of problem. Finally the result is waste of resources.

- Stereotypes in analysis.
- Difficulties to identify and to analyze the core of the problem.
- Too narrow scope of the problem.
- Lacking ability to see all sides of the problem.
- Information overload.
- Misjudgments.

8.2. Emotional Challenges

Emotional challenges are outcome of serious problems in change process result of generation of new ideas.

- ✓ Risk-aversion
- ✓ Lack of ability to process incomplete or contradictory information
- ✓ Preference to evaluate existing ideas instead of generating new ideas
- ✓ Not taking time for thinking

8.3 Cultural challenges

Cultural challenges may arise from development and evaluation of solutions for problems in the organization.

- ✓ Taboos
- ✓ More focus than imagination
- ✓ Problem solving is seen as a serious matter
- ✓ Reasons and intuition
- ✓ Tradition and change

8.4 Environmental challenges

Environmental challenges are result from the all activities of change. These challenges are created forma feelings of togetherness and mutual support as well as egoism and competition.

- ✓ Lack of support
- ✓ Lack of ability to accept criticism
- ✓ Managers who always know the answer

8.5 Cognitive Challenges

Cognitive challenges based on the conceptual analysis including unwillingness to see one's need as information.

- ✓ Use of wrong terminology
- ✓ Sticking to strategies
- ✓ Lack of complete and correct information
- ✓ Like environmental barriers, cognitive barriers can influence all phases of change projects.

9. KEYS FOR SUCCESSFUL ORGANIZATIONAL CHANGE

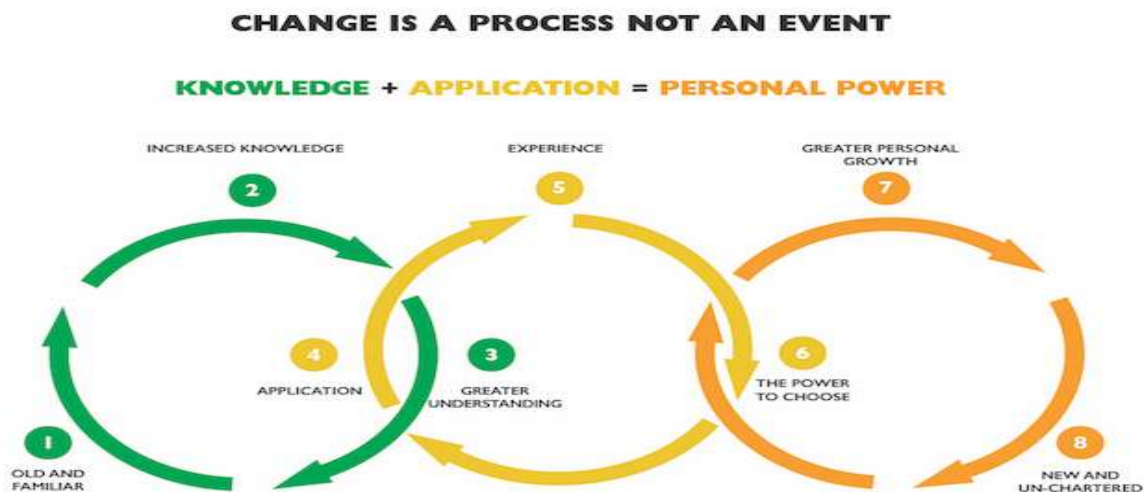
Change is a continuous process not an event. For this event every organization has to maintain following nine easy steps for foundation of successful change in organization.

9.1 Clear vision for the future

Success of every of organization depend up on clear vision. The manager has to transparent and frequently communicates organization vision to who are involving in change process that means everyone in organization.

9.2 Set short-term goals

For every organization short term goals are much easy to focus and achieve for future then finally results are that's years away. Short term goals are easily achievable and manageable.



9.3 Start at the top

Employees are always wanted to the top management support and direction. So every employee in organization looks for determination of leadership in organization.

9.4 Collect employee's opinion

Ask employees what they think and to understand how they feel for successfully implement something innovative and motivate the option of employees share information casually.

9.5 Stay on top of resistance

Different things can create uncomfortable to employees so top management always take of who has suddenly negative attitude.

9.6 Implement new communication channels

Every employee has willing to share and update the information through communication and maintain visibility more accessible for conversations.

9.7 Become an early adopter

In change management every manager will became a role model to every employee for inspiring and adapting change within organization.

9.8 Keep a positive attitude

Employee can feel change may be stressful and confusing. But manager can accustomed positive nature.

9.9 Give frequent feedback

Employees Feedbacks are more powerful tool for motivating employees and create culture change with their confidence.

Conclusion

This article explains the special issue of change management in the 21st Century. In 21st century the change management can impact on Activities of all organizations should be geared to raise productivity and to look after employees and their family welfare. The manager should be able to motivate employees. But that's easier said than done! Motivational practices and theories are difficult subjects that touching on several disciplines. The Change Management in 21st century providing sustainable competitive advantage that was shown to be achieved through recognizing and incorporating many different ideas and perspectives into the management of the HR function.

“Plan your future before, that’s where you are going to spend the rest of your life”.

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