

Managing Change in Organizations
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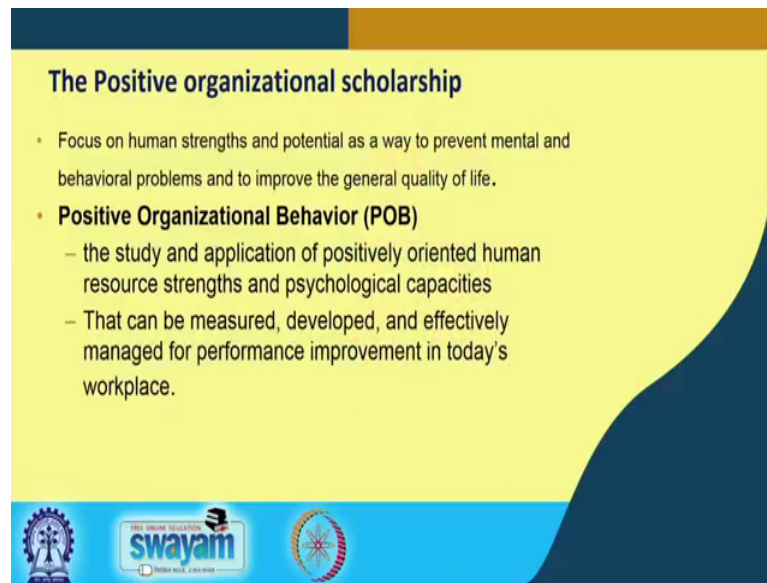
Lecture – 19
Approaches to Implementing Change (Contd.)

So, welcome to this module 4 where we were talking about the Implementation part of Change. And in this module basically we are going to discuss about two major approaches which have been developed lately one is known as positive organizational scholarship or it is also called positive organizational behaviour approach and the next one is sense making approach. Before that as you remember in the last few sessions, we have talked about some of the approaches related to the implementation of change.

And these include organizational development which is a planned approach to change. We also discussed about appreciative inquiry where we try to rely more on our strength and build on that to bring about a change and we also talked about action research approach. So, in the same continuation now we are going to discuss about two major approaches to implement change in the organizations.

The idea of discussing these approaches to change is to understand that when we are going to implement change how these approaches could be utilized to make significant changes are making them successful right. So, we are proceeding with this positive organizational scholarship approach.

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The Positive organizational scholarship

- Focus on human strengths and potential as a way to prevent mental and behavioral problems and to improve the general quality of life.
- **Positive Organizational Behavior (POB)**
 - the study and application of positively oriented human resource strengths and psychological capacities
 - That can be measured, developed, and effectively managed for performance improvement in today's workplace.

Logos at the bottom: The Indian Education Swayam logo, a circular logo with a gear and a person, and a circular logo with a sun and a person.

Now, if you look at this positive organizational scholarship approach like appreciative inquiry where you are going to look at the strength of the organization or the competence of the people to build and bring about a significant change. The positive organizational scholarship approach also has a very positive perspective to bring about a significant change. Now, when I am talking about a positive perspective it means that it is based on the strength and the potential of the people and how we can use this strength and the potential of the people to bring about a change.

Now this strength and potential which we have been talking about is related to something that is positive not something where we are going to diagnose certain things or certain problems to improve the quality of life. Now, if you look at this positive organizational approach it says that we need to focus on strength and potential of the people and this could help us to prevent lot of problems at the work place and improve our quality of working life a quality of life in general.

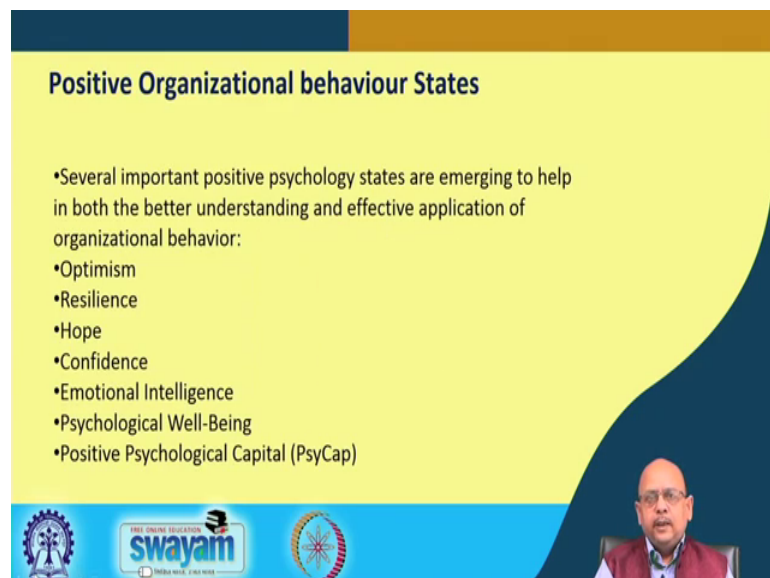
Now, in positive organizational scholarship basically people have talked about positive organizational behaviour. Now, as you know that organizational behaviour talks about the behaviour of the individual group and organizations in the context of the organization. So, what we have we have certain models of organizational behaviour and in these models we try to find out what are the antecedents and what are the consequences of certain variables which could be of relevance to the organization right.

And then we try to see that how we can see that there is a positive relationship among these antecedent and consequences right and the input in obey is coming from various social science discipline. So, the model that have been used in organizational behaviour research is appeared to be more diagnostic in nature right. Now, there has been a shift in the research in the area of obey and now people are trying to develop frameworks and concepts which are based on positive approach.

So, what this say that you need to look at a strength and the capacities of the people and how you can make use of these strength and capabilities to bring about a change or how can you bring about a better outcome using strength and resources whether it is performance whether it is effectiveness or whether it is satisfaction of the employees.

So, if you look at the field of positive organizational behaviour as such they try to apply the concepts which have been developed in the area positive organizational behaviour. And then they have been measured and then they try to see that how it can be used to manage the performance of the people at the work place or in the organizations. Now, let us look what are those concepts and other things which have been used in studying positive organizational behaviour.

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Positive Organizational behaviour States

- Several important positive psychology states are emerging to help in both the better understanding and effective application of organizational behavior:
- Optimism
- Resilience
- Hope
- Confidence
- Emotional Intelligence
- Psychological Well-Being
- Positive Psychological Capital (PsyCap)

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Now the basic idea is that if you are using a diagnostic approach then it may not be good. So, basically in the diagnostic approach you try to find out the causes and the impact of that and then you see that what kind of interventions can be brought in to ensure that the

causes are removed and then you have a better outcome. Now, when we try to study it from the perspective of positive organizational behaviour the input is coming from positive psychology right.

So, if when you are going to use this positive word basically to understand the behaviour of people and the dynamics involved there in right from a positive perspective then it better it is better in the sense that it is going to help you to understand the behaviour of people in the context of the organization right. And that is why most of the researches today talk about positive organizational behaviour.

And some of the components are the concepts that have been used in positive organizational behaviours include like optimism resilience hope confidence emotional intelligence well being positive psychological capital right. So, some of these make up what we call it is a psychological capital. So, psychological capital is what its a kind of resource related to the people which can be utilized to build up significant changes in terms of performance, effectiveness and satisfaction.

Now, if you look at some of these variables that have been studied in positive organizational behaviour and how they have been applied to bring about a change say optimism they could be two perspective to the change one is optimistic and one could be pessimistic perspective. So, it is always good to adopt a positive perspective that is optimism that yes, we are hopeful or we think that yes if you are going for this kind of change it would bring significant outcome positive outcome you can say for the organization right.

So, optimism is something that is more positive similarly if you look at resilience how resilience has been defined right. Resilience is understood to be a state where people try to bounce back in case of their adverse religious their adverse situations difficult life propositions. So, how they work on these kind of propositions in the life and comeback. So, how this can be applied in the change management perspective?

So, if you look at resilience it means if you find that yes this change is going to create lot of problem among the people in terms of increasing the anxiety level stress then how you can build up this resilience. So, that people are able to bounce back more effectively get rid of the say anxiety and say stress and work for the betterment of the organization hope.

Hope is also a again a positive perspective like optimism right where you think that yes things are going to be better provided we go for this kind of change. and then confidence another important variable right. If you are not confident enough if you think that you can do it then probably you will be able to do it. So, it shows that yes you have confidence and if the confidence level is good or high then things become easy.

Because, if you are not confident about bringing about a significant change then there could be lot of problems at a later stage. But, if you are confident that yes this kind of change would bring significant impact or result for the organization that to in a positive way then that really helps because that is very very important factor. So, building confidence is equally important among the employees. So, you need to build up confidence in change managers who want to bring change you also need to build in confidence or take people in confidence.

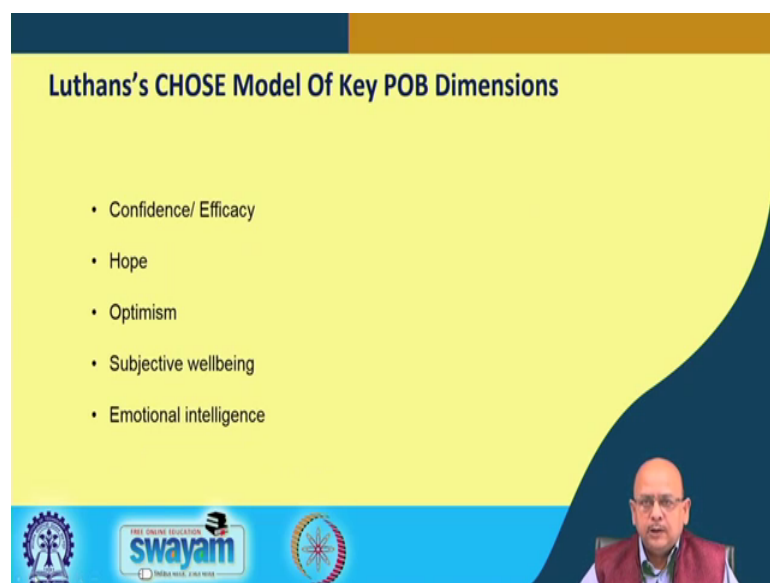
So, that they are ready to accept these kind of changes and that is how these concepts have been utilized in change management then emotional intelligence. Emotional intelligence again is different from the kind of general intelligence that have we been talking about. So, it basically talks about understanding stability emphasising with others motivating right. So, that you are able to better understand yourself as well as others right.

So, when we are talking about emotional intelligence it relates to what it shows that you have some kind of maturity where you are in a better position to understand your behaviour as well as other behaviours. So, it can be said that a people are emotionally and intelligent then they are going to be more stable. They would be in a position to understand what is going on how to going to impact the behaviour and then take certain actions accordingly to ensure that change is successful right.

Then another variable is psychological well being right, psychological well being which shows that are you really feeling good and happy about the thing which is going on right if it does not make happy a satisfied then probably we will not go for it. So, you also need to ensure a take care of psychological well being of the people when you are going to bring about any kind of psychological say change the next variable is positive psychological capital right.

So, this confidence, hope, resilience, optimism together basically form a cluster which is known as psychological capital. So, whatever variables we have been talking about in terms of optimism resilience hope confidence they are basically part of the psychological capital which is nothing else, but it provides you a strength and it can also be used as a resource to ensure that you make use of these resources to better understand interpret the things and then the process of change is going to be much more smooth. So, if with these kind of things with these positive perspective especially if you move to ensure that the change is going to be successful then you will be in a better position to implement that.

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Now, when we are talking about positive organizational behaviour Luthans have also developed certain a frameworks a model these known as chose model. Which is nothing else, but what we have been talking about right now which include confidence, hope, optimism, subjective well being and emotional intelligence right. So, confidence efficacy it means believing in yourself believing in your capability hope optimism I will already talked about subjective well being means how you feel about yourself in terms of internal happiness.

Then emotional intelligence talk about your understanding your maturity, your stability in behaviour right. So, all these are basically the dimensions of positive organizational behaviour which is very very important. And if this particular approach in change management have been used recently to bring about significant changes through people

because, if people are being added by these kind of say behaviour then they better accept the change compared to others.

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Sense Making Approach to Change Management
Made famous by Karl Weick

A process through which people work to understand issues or events that are novel, ambiguous, confusing, or in some other way violate expectations

- It challenges three key assumptions of change
- **Inertia**: assumes that organizations reach a point in which there is a gap between environmental change and organizational adaptation
- The **need** for a standardized change program
- **Unfreezing**: as organizations are in a constant state of flux, they require freeing to analyse change – not unfreezing to begin the process of change

The slide also features logos for Swamyam (Free Online Education) and a small video inset of a man in a red vest.

Moving further we are going to talk about another approach which is known as sense making approach to change management. Now, when I am talking about the sense making approach to change management let us first stand what does it mean why we call it a sense making approach right ? Sense making is basically nothing else, but you try to understand and interpret things. So, that you are able to find out something that is meaningful and worthwhile right.

Suppose you are going to do certain things then you say that whether it make really make sense for you to go for it what does it mean it means you try to see whether by going or by doing this kind of thing is it really worth is it going to really contribute to your performance as it really going to be helpful to you or not. So, if it makes sense you go for it otherwise do not go for it right.

The same analogy can be given in the context of change management. So, basically this approach talks about understanding and interpreting certain events and if you think that these events are good it is going to benefit you it really make sense because, that this it is being done which is really meaningful worthwhile will contribute to performance then you go for it all right. Otherwise you do not go for it means if you are able to make sense of the things by understanding interpreting it giving a meaning to it then the resistance to

change would be less and you will be better position to implement and see that people are going to be committed and accept the change in a better way.

Now, with this preamble let us discuss some of the issues related to change managements see to start with this was made famous by Karl Weick and then he wrote a book sense making in organizations. And he said that it is a process through which people try to understand issues or events which are not clear to them right. So, if organization wants to bring about a change say they want to go for technological changes or certain changes which is not clear to you.

So, what you do you try to understand what can what exactly is happening what kind of change is being brought in. So, something that is novel ambiguous which is not clear or something that is confusing right or which is also violating your expectations from the organization. Then you try to understand interpret it to provide it a meaning to ensure that whether it is really good worthwhile or not. So, if it make sense you go for it otherwise you do not go for it right. So, basically it creates some kind of assumptions right.

So, let us look some of the challenges right which is related to the change and its management now what actually happens to start with. You have a state which could be considered as inertia and then you realise that they need to go for a change and then you unfreeze.

Now, if you look at this model of change management and another model of change which we discussed in action research approach which was by Kurt Lewin where we talked about three different stages of change that was unfreezing moving and refreezing. Now, if you compare that model with this model you find a difference. Here unfreezing is the last stage and in that model unfreezing was the first stage. The argument was that if you are going to unfreeze it means that you want to go for a change and then you bring about a change and then you refreeze by change gets stabilized.

So, these basic assumptions of change has been challenged by this approach and that is why it starts with a state of inertia. It means this is at this stage you find that there is some gap between what you have and what you should have. So, that you are in a better position to adopt to the environment for example, the kind of technology that you are using and the kind of technology you should use right.

So, that is going to define the gap right. So, organizations reach to a point where there is a gap between the changes that is happening in the environment and whether organization is going to adopt with or not say for example, you know that there has been a change the technology of the production, but you have not been able to adopt with right. So, there is a gap which exist and you need to go for this right.

So, the second stage is the need it means that you need to go for a standardized change program it means that you need to find away a process through which you can better wrap to the changes which is happening in the technology. So, that you are able to compete right. So, the next stage is the need and then when the need arises then you unfreeze right.




So, unfreezing here is says that yes then you go for a change. So, unfreezing does not mean here that you decide about the need for a change it means that you go for or start the process of the change right, but it is something that is going on a regular basis cyclical basis. It means the moment you unfreeze it mean you start the process of change or bring about a change the game may be after sometime again you reach to a state where you find that there is a gap right.

So, instead of talking about the Lewins model where he where he where he discussed about unfreezing moving and refreezing this model or this frame was talks about inertia need and unfreezing. And then again you will move to the say same stage of what you call inertia and then again you look for a standardized change program and then go for it right. So, this some difference between the action research approach where we talked about the Lewins model and also the sense making approach which is talked about this inertia need and unfreezing by Karl Weick.

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Sense making

Finding the meaning of events	■ There are many possible meanings and interpretation of the same actions and event.
Interpreting actions	
Learning and awareness of learning	■ Often the way we set about investigating events determines what we will find.
Reality and socially constructed reality	
The effect of the observer on what is observed	■ In some situations we want to take control of the way we choose interpretations.
Making action contingent on situation	

Now, moving further to discuss this model what actually happens when you are starts making sense right? So, first of all you try to find out the meaning of the events whether right, meaning in the sense you try to see that what is happening why it is happening? So, you try to derive something out of it right. So, you interpret the actions that is taken by the organization right and then there is learning and awareness yes why it is happening.

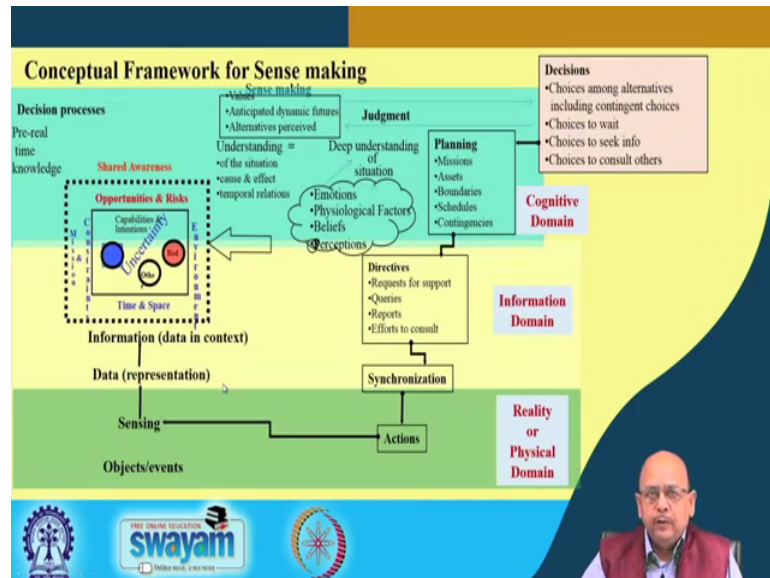
And then reality in social construction reality these are the terms that have been used it means then you are in a position better position to check the reality what is going on. And then you will try to construct it by engaging yourself with other people whether interacting relating with other people to better understand what a what is happening. And then you go for the observations and see that what actually is happening in the field and depending upon that you make certain action.

So, based on your understanding and interpretation of the situation you are going to take certain actions right. Now, when it when we are talking about finding the meaning of the events sometimes it happens that different people may have different reputations of the same action the event right and why and we also adopt different ways to look at the things. So, may be our findings may also be different and may be after interpretation we think that we need to go for better control or we do not need to go for these kind of control.

It depends all on up of the situation looking at the say understanding and interpretation based on your observation because your actions are depend dependent on the situation

that you make. And that is how the sense making process goes on right this is what we have been talking about here right which we have just discussed yes.

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Moving to the next part now this if you look at this framework this which looks little complex, but it is not. So, right it basically talks about the decision making process and the ultimate decisions right. Now, you if you try to understand it with from a decision making perspective what sense making is then what actually happens. When you are going to take a decision basically what you do? Your decision making is based upon your understanding and interpretation of the context event and the situations right.

So, your judgement that is the decision which we call right deciding about what you are going to select. So, so since you have a number of alternatives you decide about which you want to select right which you are not going to select for which you need more information for which you need to consult others. So, when you are going to take judgement to take a decision right what actually happens now this decision making basically is a process which you call a pre real time knowledge.

So, what happens you try to collect as much information as pass possible you try to strengthen your knowledge and skill base right and then you look at the level of uncertainty that is created here right. So, you look at the opportunities and risk that is involved and this can be reduced based upon the information that you receive because

that helps you to reduce or ambiguity right then you look at the data. So, based on your informational data because once you have data you try to organize them.

So, that you have a better understanding which is going to reduce your uncertainty depending upon your knowledge and skill base. So, that it is going to make sense of what the objects and events. And once it is able to make sense it means that you are going to take an action right. In the process of it what happens, look at the information this is related to information domain you look for support you have questions, you look at the facts and information you also consult others. So, that your actions get synchronised with your plan related to any decision which we want to take in for the organization.

So, this is related to cognitive domain planning the directives is coming from the information domain because that is where you are concerned with the information and here reality or physical domain where actually you are going to take action. But this action based on your interpretation and understanding of the events right is going to be based upon the directions right your understanding of the situations including your emotions right, your beliefs your perceptions and then based on this you are going to take a judgement.

So, that is why you will find here is a two warehouse right. So, you need to ensure that your decisions are synchronous with your values right your perspectives and all kind of things. So, this is one framework that has been used to explain how sense making helps you to take a better decision provided you are able to make use of data and information and interpret them in such a way. So, that it helps you to take a decision and in the process you also take help from others you try to understand the context in the situation and accordingly you plan it. So, that you are able to select the best decisions which really make sense for you which you think would be good for the benefit of the organization right.

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Sense making framework

Sense-Making Framework Feature	Definition	Implications for Change Managers
Sense-making and identity construction	The different ways in which people make sense of the same organizational change events and how it is related to their understanding of the way their identities are constructed within organizations. ^a	The "top-down initiatives requiring dramatic changes of self (i.e., from humanist to efficiency focused) are highly problematic and need either to be avoided or handled with great skill." ^b
Retrospection	Reference to Karl Weick's argument that people make sense of their actions retrospectively.	Change managers need to understand that different groups will apply their own retrospective sense-making in order to understand emerging organizational events.
Plausibility	The way that change management programs need to be sold so that the "story" about the change is plausible rather than necessarily accurate.	Change managers need to understand the way the context and power relations impact on their ability to provide plausible stories that gain widespread acceptance of the need for change. ^c

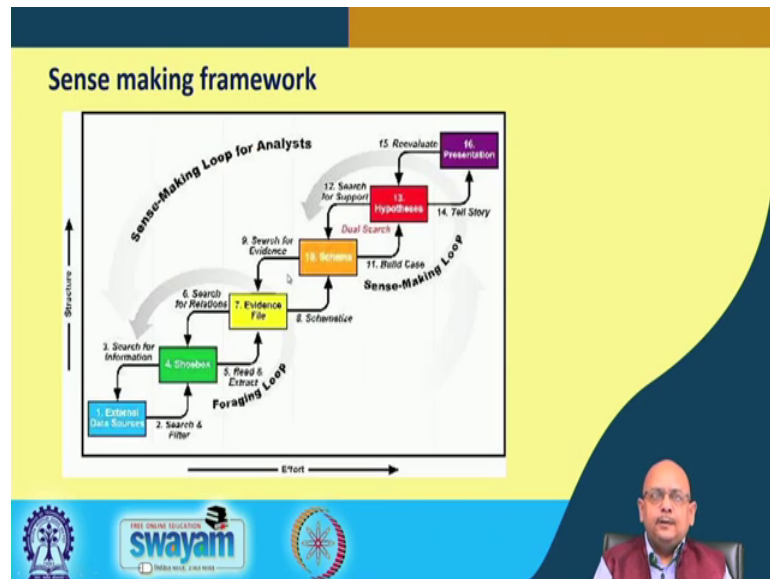
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So, after discussing this conceptual frame work let us look at what actually happens when we are trying to at the first stage you what you do you try to go for some kind of identity construction how you make sense of the change any kind of change event that is happening in the organization right.

So, you go through the stages of what you call inertia need and then unfreezing right and what are the implications right. So, you look at it from a top down perspective right and then you see that whether this need could be avoided or handled with greater skills or not then retrospection. Retrospection is you think it is from are think these actions in from the retrospective sense because you do not think it in today you may be thinking may be since last year or you might be thinking it something is coming then you start thinking from the past right because, their sense making could be retrospective in nature.

So, you try to understand other organizational events which have happened in the past how they have impacted the things and accordingly what kind of things has come out the plausibility that is that is the most important thing the story is that come out of your own understanding and interpretations right. So, if you find that your stories are possible then it gets better acceptance otherwise not and then you go for a need for change right. So, that is nothing else, but what we have been this talking about is that how sense making framework can be used in the context of the organization.

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Moving further if you look at this is how actually happens. Now, if you look at this it says talks about what it starts with the data from where the information is coming then you search for the filters right it is that is what we call (Refer Time: 28:42) but you also look for the information. So, you search for search for filters you also search for the information and then that is what happens ok. So, this is one loop it depends upon how much effort you make and what is the structure.

And they move further the next level what you do you go through it try to establish some kind of relationship among the events or the data information that you have how you correlate them and then you try to find some evidence right. Once you find this evidence and this evidence based on what the schematize it means that you are have some develop some kind of a schema as structure where you try to look for evidence from the data information that you have collected.

And the kind of relationship that you have been able to establish and then based on this schema you try to build a case for change. So, you look for support for change or based on that you try to develop a hypothesis and this hypothesis could be related to sense making whether it should go for it or not go for it. And here you come out with some kind of possible explanation where you create a story and tell it you evaluate it whether it is going to test your hypothesis or not and then this possible stories that you have created based on this all this information you present it and see whether it is possible to go for it or not right. So, this is the framework that is used in sense making.

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Example of Sense making
Sense making processes in the management team of a new center in a hospital.

Four ideal types of meaning, and two of the issues dealt with by the centre's management team.

High	Disparate meaning "Vision behind the overall changes"	Collective meaning
Low	Fragmentary meaning "The idea behind the further development"	Enclave-meaning

Heterogeneous Homogeneous
Cognitive profile

Thomas Ericson



Now, moving further what we are going to discuss I am giving an example right. Now this example has been taken from a book by Thomas Ericson and he says that sense making process in the management team of a new centre in a hospital. So, suppose a hospital wants to come out with a new centre. So, how the management team is going to create the sense making process? Now, if you move further to this what actually happens they will try to get information and data as much as possible.

So, that they can have something right and then they move further to create more evidence right and then who create some kind of schema look for a evidence and then they do develop some hypothesis that what kind of centre would be how it work whether it is going to be successful or not right. So, you do all kind of say proposition make propositions basically at this stage and then you narrate it right before you make a presentation.

But in the process what actually happens look at this they are two dimensions; one is known as bracketing degree and the other one is cognitive profile. So, the cognitive profile of the team right. So, see how what kind of different kind of meaning that has been created by the management team here. So, if you go for high bracketing better holding then and a heterogeneous group you have different kind of team right.

So, look at the vision behind the change if it is homogenous group then you look for a collective meaning right if there is a low bracketing low holding then it is fragmented

right. So, you look for more information before you go further and here you try to create some kind of enclave. So, that you can derive some meaning out of it, but that is not clustered it could be different because each people are having different kind of say proposition for it.

So, now if you look at this example of sense making and try to analyse it using this one, you will find that you can be in anyone of them when it comes to understanding and interpreting this event that event is here the centre in a hospital. So, this is a kind of change that you want to bring. Now how the management team is going to make sense of it depending upon their cognitive profile their knowledge and skill base if it is heterogeneous or homogenous it would differ or if their bracketing is low or high holding is low or high then what will happen.

So, you create different kind of meaning that is why one of the propositions in sense making that has in made that people understand and interpret and provide various meaning to the same kind of input right.

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The slide is titled "Sense making framework" and is set against a yellow background with a dark blue curved shape on the right side. It lists three aspects of sense making according to Weick. At the bottom, there are logos for "swayam" and "MHRD" along with a small video inset of a man in a red vest.

Sense making framework

According to Weick, sense making consists of seven aspects

1. **Grounded in identity construction:** a sense maker is needed otherwise there won't be any sense making. The sense maker is singular and no individual ever acts like a single sense maker, each individual has a lot of identities
2. **Retrospective:** After a certain time the process is reflected. This is always done afterwards. This aspect, looking afterwards at a process, will depend on the success of the process.
3. Furthermore, retrospection **makes the past clearer** than the present or future; it cannot make the past transparent

swayam
MHRD

Next moving further if you look at this Weick Weick who created this framework and he talks about seven different aspects of it. So, first is identity construction; so, you need a person who is going to make sense of it right it could be singular or individual right. So, this person is going to construct the identity of what sense making would be right how what kind of sense is going to make then retrospective right.

Retrospective it means that it could be either for the past also right or even afterwards depending upon the success. Then this retrospection makes the past clear the idea of looking into the past and that is why we say that it is it is retrospective that you look at the past what happened in the past than your future right. Because, if your past is good then you think that the future will also be good. So, this kind of assumptions are based which could be a kind of sense making exercise right. So, moving further the third stage.

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Sense making framework

4) **Enactive and sensible environments.** In organizational life people often produce part of the environment they face.

Action is crucial for sense making; we can't command and the environment will obey.

You are neither a plaything in the environment or independent. Somewhere between is the meaning.

5. **Social:** Sense making is a social process; human thinking and social functioning are essential aspects of another.

What a person does depends on others, so the direct influence is not clear.

To understand sense making is to pay more attention to sufficient cues for coordination such as generalized other, prototypes, stereotypes, and roles

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You enact right so, you look at the kind of environment try to collect as much information is possible see that how the environment is going to behave and what kind of meaning you are going to derive both of this environment then the social reality right it depends upon your thinking and functional. So, how you relate this with others right what can influence it will have on you right. So, whether going to have a coordinated effort to understand it or not or whether going to think independently or collectively so, all this is related to what you call the social.

So, would you call it a social process provided you go and do it collectively, if it is not then it may not be social. Because, the reality depends upon what meaning you have derived and but how you have derived if it is through a social process it means that there are number of people who are involved and they have tried to make understand and interpret the things in a way possible.

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Sense making framework

6) **Ongoing:** Sense making never starts or stops, it is an ongoing process.

7. **Focused on and by extracted cues:** In life people are confronted with a lot of cues, too much to notice anyway.
A person will only notice a few cues, because of his own filter. Your own interest and your unconsciousness depend what cues you focus on.
It is also impossible to notice all the cues, as there are too many

8. **Driven by plausibility** rather than accuracy: People are cognitively lazy, when they found an answer to the question, people stop searching.
No alternatives are evaluated, while people might not even know the half of it.

The slide features a yellow background with a dark blue curved shape on the right side. At the bottom, there is a blue banner with logos for Swamyam (Free Online Education) and a circular logo, along with a small video feed of a man in a maroon vest.

Then moving to the next stage that is ongoing it means that its ongoing process it never stops people continuously try to understand and interpret events or any kind of change that happens in the organization when whether it is incremental or transformational. And they also try to get out some extra cues focus on and by extracted cues so, what whatever cues are being extracted that is what we call the evidence right. So, based on that evidence you try to what you try to see what needs to be done because the evidence is filtered by you and based on that your interest you try to look at it and find finally, plausibility you do not go by the accuracy right because you try to find out a question.

So, the moment you get it you stop right you are not going to evaluate further alternatives. So, you try to look at something that is possible and so, you go by it right. So, once you have created and story or you have taken a decision it is the change you think that yes it is good then stop searching for more alternatives right. So, this is the sense making framework that we have been discussing right.

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Example of seven elements used in sense making

1. **Identity:** The recipe is a question about who I am as indicated by discovery of how and what I think.
2. **Retrospect:** To learn what I think, I look back over what I said earlier.
3. **Enactment:** I create the object to be seen and inspected when I say or do something.
4. **Social:** What I say and single out and conclude are determined by who socialized me and how I was socialized, as well as by the audience

Look at some of the examples that is used like in identity construction you try to think who I am or what how and what I think retrospective to learn what I think I look back over and what I said earlier. So, look at the past enactment I create the object to be seen and inspected social what I say and single out and conclude are determined by who socialized me and how I was socialized right.

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Example of seven elements used in sense making

5. **Ongoing:** My talking is spread across time, competes for attention with other ongoing projects, and it reflected on after it is finished, which means my interests may already have changed.
6. **Extracted cues:** The "what" that I single out and embellish as the content of the thought is only a small portion of the utterance that becomes salient because of context and personal dispositions.
7. **Plausibility:** I need to know enough about what I think to get on with my projects, but no more, which means sufficiency and plausibility, take precedence over accuracy.

Ongoing my talking is spread across time right further projects right then extracted cues the, what I singled out and establish as the content of the thought. So, what has come out

in terms of evidence that the other content that you have created and plausibility the is related to I need to know enough about what I think I to get on with me. So, if been able to make sense then you stop no more search you think that it is sufficient and plausible right sometimes it may take precedence over accuracy because you do not look for accuracy right.

So, now if you look at this sense making approach to change management one thing that can be said that this is a process through which you try to understand and event the change by getting information looking at the information evaluating them and see whether it makes sense for you or not and then you go for it or do not go for it right. So, that is said about what you call the sense making approach.

Thank you very much.