

Designing Work Organization
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Lecture 25

Enhancing Organizational Readiness for Change

In this particular session, in the enhancing the organizational readiness for change, we will talk about that what are the different parameters are there. It will be having the definitions of the organizational readiness and then we will talk about the Wiener's theory of organizational readiness to change, readiness "principles", change model by the Prochaska and DiClemente, then the appropriate motivational strategies for each stage of change, the Kotter's 8-step change model, McKinsey 7-S change model, organizational agility, case studies, then the research papers and the book recommendations as usual with the references will be there. Now, when we are talking about defining the organizational readiness for change, ORC refers to the organizational member's shared resolve to implement a change in their collective ability to do so. So, therefore, in that case as we have seen that is the pre-COVID, COVID and post-COVID. So, many organizations are required to change themselves is there, but, this change is only possible when there is collective ability is among the people and in the organization to do so. So respectively, these dimensions are known as the change commitment and the change efficacy is there.

When we talk about the change commitment, then it refers to an intention to implement a change that is shared across the members of an organization is there. So, first what our organization is supposed to do. That we have talked in the change model also that is before change there has to be the understanding amongst all the stakeholders that there is a need of change. So, that is to be shared across the members of the organization that is we want to make this particular change and the benefits of these changes will be to making the organization with the better productivity and performances are there.

Whatever, the economic challenges are there, other challenges are there, then than by making these changes, we will be able to meet that particular challenge. So, change efficacy is defined as the organizational member's shared beliefs in their joint ability to engage in those courses of action necessary to implement a change is there. It is very much necessary that the members those who are in the part of this particular change process, they should have the joint ability to engage themselves otherwise this change will not be possible. Change related efforts which we hereafter refers to as wellness program effort is there. So, therefore, in that case it is for what? It is for the betterment of all within the organizations and outside of the organization.

All stakeholders they should get the wellness effect. So, it is a collective effort of organizational members to execute a change and is a function of both the change commitment and the change efficacy is there. So, Wiener's theory of organizational readiness to change talks about that is a possible contextual factors are there. So, these factors are the organizational culture, policies and procedures, past experience, organizational resources and organization structure is there. When, we make the change variance then it becomes the organizational readiness for change, change commitment and the change efficacy is there, which is related to the change related effort, initiation, persistence, cooperative behavior and implementation effectiveness is there.

Whenever, we are talking about the possible contextual factors that is the informational assessment is also there, there is task demands, resource perceptions and the situational factors are there. Now, we will discuss the each factor into detail. That, Wiener's theory proposed that the organizational readiness for change is the product of the two constructs. First one is the change valence or the degree to which the organizational members value the proposed change is there. Example, perceived need for change, perceived advantage to change and the perceived fit is there.

And informational Informational assessment, or the degree to which organizational members know what tasks are involved in the change, have enough resources to implement the change, (e.g., people, money and materials) and view positively situational factors such as the timing of change and the time available for the implementation is there. When organizational readiness is high, the theory posits organizational members are more likely to initiate change, exert greater effort in the support of change is there. So therefore, in that case it is becoming very, very important that is the whenever making this organizational readiness then these organizational members they are likely to make or initiate the change and exert the greater effort in this making whatever the changes are there.

So there, the support has to be provided by the organizational people is there. Now, the challenges that my organization may face for the readiness for change and when it is not possible to change is there, then the resistance to change is a natural response to uncertainty and can be a major barrier to enhancing the organizational readiness. Employees may resist change because of fear of the unknown, a lack of trust in leadership or concerns about the how the change will impact their job. Limited resources are there, organizations may struggle to allocate the necessary resources to enhance organizational readiness is there, including time, funding and personnel. This can make it difficult to conduct assessments, provide training and support or develop a culture of changes there.

So, here first and foremost is the acceptance, acceptance for the change, otherwise there

will be the resistance to change will be there and if there is a resistance to change, then you have to make the lot of pressure or the push the pressure to make this particular change is there. But if you are making the pre change understanding then definitely in that case the employees will be able to readiness for the change and then they will have the trust that is this change is for the betterment of all of us. However, as I always talk about that management is the management of resources, men, machine, material, money, method and minutes. How do you manage the resources? If you manage your resources in a very efficient way, then definitely you can make the readiness for change and you can bring the change. But if your resources are not enough or there is a time constraints or there is a funding constraints or the employee's resistance is there, then definitely it will be very difficult to conduct the assessment providing the training and support or develop a culture of changes there.

Lack of leadership support, without leadership support efforts to enhance organizational readiness for change may falter. So, leaders play a critical role in creating a sense of urgency and commitment to change, and communicating the vision and providing the necessary resources and support is there. So, therefore, in that case the leader has to be very strong. Leader has to be very much committed for making this particular change and he should be able to get the people along with him so that he can bring the change. Otherwise, if the leadership support is not there just by introducing the policy of change it will not create a readiness for change.

Inadequate communication is there, effective communication is critical for enhancing the organizational readiness, but organizations may struggle to communicate the vision, goals and progress of the change initiative effectively and this can result in confusion, resistance and a lack of buy-in the from the stakeholders are there. Another challenge that the organization may face that is about the inadequate communication is there. So, the leader when the policies actually flows from top to bottom for the change is there and if there are barriers in the communication, then definitely in that case the message will not go that is how beneficial is this particular change is there. So, effective communication is critical for the enhancing the organizational readiness, but organizations may struggle to communicate the vision, goals and progress of the change initiative effectively. This can result in the confusion, resistance and the lack of buy in from the stakeholders is there.

Limited stakeholder involvement is there. So, involving stakeholders in the change process can help build buy-in and ownership is there. So, but organizations may struggle to engage stakeholders effectively. So, this can result in a lack of commitment and engagement and resistance to the change initiative is there. So, this is the very much important that is you involve all the stakeholders from the internal stakeholders and the external stakeholders.

If you involve only the internal stakeholders, then definitely there will not be the effective change because the change is impacting on the external stakeholders. For example, for the suppliers, for the customers. So, if you are making any change, the change is definitely going to affect your suppliers and customers is there. If you are making the involvement of these customers, suppliers, government rules, policies, then definitely in that case you are change that will be successful. Otherwise, it will be the problem of the involving the limited stakeholders for the success of change.

Build a culture of change. Now, organizations that embrace change as a core value and they actively promote a culture of innovation and continuous improvement are more likely to be ready for change when it comes. This can be achieved by encouraging the creativity and the risk taking, celebrating successes and the recognizing and addressing the resistance to change is there. Assess readiness for change. Conducting an assessment of the organizational readiness for change can help identify the strengths and weaknesses and inform the development of the strategies to enhance readiness.

This can involve surveys, interviews and focus groups with the key stakeholders is there. So, therefore, it is to build assess the readiness for change is there and therefore, in particular when you are building that a culture of the change is there, then definitely it will be achieved by encouraging the creativity is there. And when there is acceptance, there is a culture and there is organizational practices to making the change in the history of the organization also, the organization has made the continuous changes, then definitely in this case, they will be having this successful change by addressing whatever the resistance to change is there. Now, similarly, when we are talking about whether the change has been successful or not. So, therefore, in that case, we have to first understand can we measure the readiness of change, whether people are ready or not.

So, therefore, identify the strengths and weaknesses and inform the development of strategies to enhance the readiness is there. So, when you making the analysis of this readiness of change, you will find that there are certain positives and negatives are there. So, if there are certain negatives for to get the readiness of change, what it is expected, you will make the people ready and for you to ready that is you make the analysis why there is a resistance and when then you work on resistance, then the people will be having less resistance, slowly and slowly, and the culture of these readiness for change will be developed. And how to make this readiness?, This can be through the survey you can identify whether the people are ready or not, if there is resistance, why there is resistance?, you can conduct the interviews, you can conduct the focus groups interactions with the key stakeholders and take the pulse of the people that is what is they really convinced or not with the change or they want they feel that is this change is not necessary or there is

resistance, change is necessary but there is a resistance for change, if this type of issues are there, then you have to think about it.

Develop a shared vision. So, developing a shared vision of the desired future state can help align stakeholders around a common goal and create a sense of urgency and commitment to change and this vision should be communicated clearly and consistently throughout the organization. Now, when we are overcoming resistance of change and creating a culture of the change for bringing the change, then in that case it becomes important we create a sense of urgency and commitment to change and this vision should be communicated clearly. So, the people and they are consistently throughout the organization they support the changes there. Forster communication and collaboration is there, effective communication and collaboration are critical for enhancing the organizational change readiness. This can involve creating opportunities for dialogue and feedback, involving stakeholders in decision making and fostering a culture of transparency and the openness is there.

So, therefore, in that case, this particular environment where you are creating these opportunities, then definitely in that case, it will create a culture of the transparency and the openness is there. The strategies for enhancing the organizational change readiness can be the provide training and support is there. So, naturally when change will be there, the people will be having the new exposure and new work job. So, therefore, in that case, providing the training and support to employees can help build skills and confidence and reduce the resistance to change. This can involve providing the education and training on new technologies or the processes, offering the coaching and mentoring, and creating a supportive and inclusive work environment is there.

So, here it becomes very necessary that is you provide that enabling conditions, you create a culture, enabling culture, so that the training and support is there and you offer them this type of the online training, offline training or you can conduct these coaching, mentoring and creating a supportive and inclusive work environment because they know they have to adopt the new skills. Then, by providing the training you make them comfortable that is they learn those skills and they becomes the get the priorities. Monitor and evaluate the progress, monitoring and evaluating the progress can help ensure that the change initiative is on track and identify areas that may require additional support or resources are there. So, this can involve the regular check-ins with the stakeholders, measuring the progress against the predefined milestones and adjusting the change plan as the necessary is there. So, therefore, it is the monitor and the evaluate progress is there.

So, here it is they are making this particular changes for which plan is necessary is there. So, here we find out that that is there are the certain changes which are to be make by this

organization and when there is the readiness for change of the culture and understanding the barriers. To overcome the barriers making that vision, training and development and support is provided then, we have to follow certain principles. These are the stages of the readiness of principles. Motivation exists along a continuum of readiness is there.

So, therefore, in that case change is a long process, it will not be within the short period. So, therefore, in that case that motivation for long term is very, very important. The persons may start for the change with motivation, but they may lack that particular motivation is there. So, we have to understand, to create the intrinsic motivation is there. So, when we create the intrinsic motivation that will create a continuum of the readiness is there continuously.

Client progress through the stages in a spiral (not linear). So, therefore, in that case, it will be very much important that is the through stages in a spiral it is becoming the clients progress is there. When enhancing motivation, if the clinicians use strategies in a stage other than the one of the client is in, the result could be treatment non-compliance will be there. When we are enhancing the motivation and the strategies they used, they are with these whatever the changes you want, then definitely there in that case that will be better. If clinicians push clients at a faster pace, than they are ready to take, the therapeutic alliance may break down.

So, therefore, in that case, here it is becoming very, very important that is they are putting this particular faster change with these therapeutic alliance meant with which will be breakdown. So, a relapse is an event, not a stage is there. So, therefore, in that case, whenever you are bringing the change and the change does not occur, then definitely that will be an event and not a stage. So, again you have to go by the these stages of the readiness for change is there. Now, here I would like to talk about the change model by the Prochaska and DeClemente in 1992.

So, here pre-contemplation is there and then the contemplation is there preparation, action, maintenance and relapse is there. So, pre-contemplation is where we are talking about that is the no intention of the changing behaviour is there and in the contemplation we are aware that there will be a problem exist and no commitment to action is there. So, that will be the stage 2 of the contemplation, then the preparation is there, intent upon taking the action is there that is you want to make the changes. The change action will be there that is the active modification of the behaviour will be there, and the maintenance will be there, it is a sustained change because then unless and until whatever change you are bringing, if you are not maintaining them then in that case that will not continue for long. And finally, the relapse is there, fall back into to the patterns of the behaviour and therefore, you have to take the corrective actions.

Now, we will talk these all the stages one by one. Precontemplation; So, individual is unaware, unable, unwilling to change and no intent to change is there. So, indicators are the argue, interrupt, deny, ignore, avoid reading, talking or thinking about the behavior. So, individual is traditionally characterized as a resistant and unmotivated is there. So therefore, in the precontemplation first you have to understand that is what is the stage?, what is the mental stage for the readiness for change is there and then you have to go for the clinical tools.

So, establish the rapport with the people so they can express that why they do not want to change why they resist the change and determine why the client has come to you and therefore, in that case, you have to find out that is by providing the information on risk, pros and cons of use, and acknowledge the client's thoughts, feelings, fears and the concerns are there because this change will make it a fear of losing the job and therefore, the keep the interview informal and see that is the what is their opinions are there. So, contemplation stage; individuals is ambivalent and uncertain regarding the behavior change. So, indicators individual meets clinician halfway willing to look at the pro and cons of behaviour change and individuals traditionally is characterized as unpredictable, time intensive is there. Stage 2 contemplation clinical tools; discuss and weigh pros and cons of recovery, emphasize clients free choice and the responsibility, elicit self motivational statements, discuss the client's goal in the life, how will recovery affect these? that is a contemplation clinical tools will be there and reduce the fear of recovery through the example and the problem solving is there, and in the stage third that is a preparation, So, individuals shift from thinking about behavior change to planning first steps is there. So, indicators are individual ask questions, considers options, demonstrates openness in considering behaviour change is there.

So, individuals traditionally characterized as compliant, "coming along ", good to work with. So, preparation clinical tools support efforts to change, clarify goals and identify successful strategies Encourage client to commit to action. Give client clear,consistent and unequivocal message about the recovery is there. now, next phase is action, when individual demonstrates steps toward behavior change such as period of abstinence. indicators: individual is receptive to clinical interventions.

Treatment compliance is normal. Demonstrated behavior change affects positive outcomes in other areas i.e. relationship at home and work. Individual is traditionally characterized as successful "working the program".

is here. Therefore, the action is required. Action clinical tools seek commitment to specific behavioral change at each session. Acknowledge difficulties, support even minimal

progress is there. Identify risky situations, triggers and coping strategies. Help client find new reinforcers and support preservation is there and sticking to the plan is there. Then is maintenance is individual sustained treatment goals.

Indicators are individual has made behavior changes, practices stable abstinence, met treatment goals and practices healthy coping strategies. The individual is traditionally characterized as ready for successful discharge, no longer needing a treatment ready for the aftercare is required. The maintenance clinical tools are there. The support and affirm changes, rehearse new coping strategies and countermeasures to the triggers, review personal growth long term goals, encourage client to contribute to the recovery of others is there. So appropriate motivational strategies for the each stage of change is the client stage of change.

So, pre-contemplation is there, the client is not yet considering the change or is unwilling to unable to change is there. So, for the clinician establish the rapport ask permission and build the trust. Raise doubts or concerns in the client about the substance using the patterns are there and express the concern and keep the door open. The next stage 2 is the contemplation, the client acknowledge concern and is considering the possibility of change but is ambivalent and uncertain. So, normalize the ambivalence, help the client keep the decisional balance scales towards the change, elicit and summarize the self-motivational statements of the intent and commitment from the client is there.

The client is committed to and planning to make a change in the near future but is still considering what to do. So, explore the treatment expectancies and the client's roles, clarify the client's own goals, negotiate a change or treatment plan and behavioral contract, considering and lower barriers to change, help the client enlist social support. So, therefore, the appropriate motivational strategies for the clinicians that can be approached under the stage of the preparation. Similarly, for the action is concerned, the clients actively taking steps to change but has not yet reached a stable state. So, here the suggestion is engage the client in treatment and reinforce the importance of the remaining in the recovery, help the client identify high risk situations through a functional analysis and develop the appropriate coping strategies to overcome this is there.

So, client stage of change is the maintenance, has achieved the initial goal such as abstinence and is now working to maintain the gains are there. So, here the support, the lifestyle changes and affirm the client's resolve and self-efficacy, help the client practice and use new coping strategies to avoid a return to use and develop a fire escape plan if the client resumes the substance use and review a long term goals with the clients are concerned. Kotter's 8 step change model 3 phases; create a climate for change and this phase which happens first is about creating a shared understanding of the change you want

to make and why you want to make it. Engage and enable the organization and this phase is about the engaging your team so that they are empowered and enthusiastic to affect the change with the organization is there. Implement and sustain: this phase is about pressing ahead after your initial successes to build momentum and the fully embed the change within your organization.

Now, what does 8 step change model which is create into the basically 3 phases, create the climate for change, engage and enable the organization and implement and sustain. So, when you are creating climate for change first and foremost, you have to mention about create the urgency and therefore, in that case, when you are creating the urgency, so people will understand that there is a need for change. So, build a coalition, communicate with people to create a vision and when you are communicating the vision to the people, then definitely in that case you will find that is the people are getting ready. Now, engage and enable the organization, so create a quick wins are there because the motivation is to be retained, a motivation is not there, they will not be able to work. So therefore, create and quick the wins are there and implement and sustain, build on the change and embed the change is there.

So, this is the Kotter's 8 step change model is there. Now, the another model which is McKinsey's the 7S change model is there, which is the soft S and the hard S. So, soft S are the skills, staff, style, shared values, hard S are the strategies, structure and the systems are there. So therefore, in the McKinsey's 7S model was developed by the Robert Waterman and the Tom Peters during the early 1980s by the two consultants, McKinsey consultancy organization. And the model is a powerful tool for the assessing and analyzing the changes in the internal situation of an organization. So therefore, when you are having these soft skills of these staff, style, shared values are there and when you are making the support of the strategy, structure and systems, then definitely in that case you will be working very efficiently, and bring the change very efficiently.

Now, the hard elements are within the direct control of the management as it can be easily defined and identified. The following elements are the hard elements in an organization. So, strategy is the plan of action or the roadmap on the blueprint by way of which an organization gains a competitive advantage or a leadership edge. Structure refers to organizational structure or the reporting pattern is there. So, systems includes the day to day activities by in which the staff members involve themselves for ensuring the completion of their assigned tasks are there.

The hard elements are less tangible and are difficult to be defined and identifies as such elements are more governed by the culture. Shared values, the superordinate goals are the core values which get reflected within the organizational culture or influence the code of

ethics. Style, this lays emphasis on the leadership style and how it influences the strategic decisions, people motivation and organizational performance is there. So, the general staff are the capabilities of the employees and the skills are the core competencies or the key skills of the employees play a vital role in the defining the organizational success. This is the organizational agility which will be creating through this capacity, commitment and the culture is there.

This commitment which I have already talked to you that is how to build the commitment amongst the employees. Then therefore, organizational agility is to be there, the belief that they can bring the change and the norms and behaviors are there, then the capacity is there, motivating and implementing and sustaining changes in the organizational capacity influences the ability and then the culture is there. Now, this is a case study or we are stuck in the culture of expansion and in through this case study you will be able to understand that is how you can bring these particular changes and when this is an example of an organization, when an organization wants to make an expansion and then the find that is the how this successful organization has to be brought to the particular changes. This is the research paper, Organizational Readiness for the Artificial Intelligence in Healthcare and Insights for the Decision Making and the Practices is there. So, therefore, nowadays we see that is a lot of talk is about the decision science, artificial intelligence and machine learning and therefore, the organizations are required to making the changes.

To make these changes it is necessary that is they are making the insights for the decision making practices. This such paper will help you i.e. how to bring the organizational readiness for artificial intelligence in health care is for the artificial change in the healthcare is brought by the organization. This is the book recommendation Change Ready, How to Transform the Change Resistance to Change Readiness and Change Ready, How to Transform a Managers Guide to Managing and Sustainable Change in the 21st Century Workplace.

I am sure that this book will help you to get the readiness for the change and also that how to create the readiness of change in your organization is there. Now, these are the references which you can refer for the further detailed studies and with those you will be able to make the readiness for change in your organization. Thank you. Thank you very much.