

Research on the basic models at managing the planned organizational changes

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Abstract: In the contemporary economic reality in the modern world the changes appear as a normal event of the process of organization. It can be “painful” and risky, but on the other hand it is a part of the development of the organization and it is essential and vital for its progress. That is why one of the basic management challenges of 21st century is “the necessity of turning the organization into a leader/locomotive or engine of the changes” [1]. Some business organizations are doing perfectly well with this task. They have realized that the new rule is the change and that they should fully master it in order to keep and even expand their markets. Not all organizations have really appreciated the availability of the skill to be able change in compliance with the new business conditions and to be able to manage this process. That is why they need to undertake actions in dew time which should lead the organization to the desired positions and to keep the ones that the organization has already gained.

Key words: planned change, organization.

JEL: M12, M15

I. ANALYZING THE BASIC MODELS ON PLANNED CHANGE

The key element in the contemporary business is technology. Most of the organizations are either process or planned oriented, and the high technologies [3,11] allow them to reach global results all over the world. Knowing the basic models of the planned organizational changes is of great importance to overcome the clashes in the economic sphere. One of the basic

understandings/theory for what is in fact the planned change is given by R. Pipper and Righter. They claim that “the planned economy is based on the existing concepts or the concepts that are coming into existence in the frame of the ongoing changes. It is manageable, all-embracing and long-term oriented concept in practice.” [2]

In the 1950s K. Levin set forth the so-called” analysis of the forces of change (a.k.a. the Field theory), where he deals with two juxtapose forces that influence the organizational changes – those who stimulate them, and those who put limits to them. This approach is known as the classical model of K. Levin [7,9] of the organizational changes and it consists of three steps [8] – two of them are metaphors - 1/”Melting”, 2/”Action” and 3/”Freezing”

The Americans R. Lipit, G. Watson and B. Westley [8] come up with a model of the organizational change which consists of 7 steps, based on the Levin model. Unlike Levin’s model, they focus on the performers of the change (or the executors) rather than on the process (the methodology) of its existence. This can be seen in the different phases of the model:

1. Diagnosing the critical (problematic) situation
2. Motivation for performing the change
3. Involving people into it
4. Choosing the desired item to be changed
5. Assigning the roles to the participants in the process of change
6. Information about the change itself –i.e. communication, coordination, feedback, etc.
7. Execution / performance

Nevertheless that in1958 Lipit, Watson, and Westley publish a book which aims at analyzing these processes and steps (The Dynamics of Planned Change. Brace & World, 1958), they are not thoroughly researched and cannot be accounted for what their real influence and meaning is. Later these steps are further developed and some of them are modified by other authors. *The basic idea is that the change is planned and could be much more effective if it is focused on the human factor and the roles assigned in managing [4], in order to master the separate individual systems in the organization.*

In the model created by G. Shields the focus is on the change, viewing ineffective way in which it can be executed. The reason for that is “inadequate policy of the management to the human and cultural aspects of the change” [10]. According to Shields’ research, the change cannot be effective if one component/part of the activity of the organization is changed, because it will certainly bring changes in the others”. That is why there are 3 steps suggested:

1. Choice of a suitable change strategy
2. Choosing the critical factors for a successful change

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3. Initiatives for implementing the change

The principle of the model is that the leaders (the upper management) are focusing on the strategy which can ensure the integration of the human resources with the innovative processes in the organization- a symbiosis of people and changes.

II. PROBLEMS THAT MAY POSSIBLE OCCUR IN THE ORGANIZATION WHILE PERFORMING /EXECUTING THE PLANNED CHANGES

The reasons for the coming into existence at the implementation and introducing the planned changes in the organization can have a different nature and origin. The conditions for their coming into existence are not only on psychological and social level, but also on management level.

1. From a psychological point of view and level we can differentiate [7] : a fear form losing the position/job, losing individual influence, reluctance for a change, negative experience for a previous change, disbelief in the success of the change and the team that is chosen to execute or perform it.

2. The social level is often connected with lack of believe to the upper management, the negative attitude on behalf of the surrounding staff, arguments, intrigues, etc.

3. The reasons for a certain problem to arise at implementation and introducing the planned changes on a management level are characterized with limited organizational recourses, wrong approach to the change, the improper timing, participation in the process of change, improper organizational structure, etc.

The distress in the organizational environment can be set as a main reason for the occurrence of such problems. It does not have only psychological dimensions, but also an explicit management aspect of manifestation. [5,6]

III. CONCLUSION

If there is a problem at the implementation of the planned change into the organization, it is necessary that adequate and quick measures be taken on behalf of the upper managers and the leaders of the process. Knowing the basic models of the planned change can give the necessary knowledge and directions for the successful implementation of the change.

As a result of this article, the audience was informed with the basic models of planned change, which are presented in the literature for special purposes, as well as the possible problems that may occur.

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