

Analysis of change models and evolving business strategies for proposed change in dynamic environment

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Abstract - Change administration has made great buzz in this day and age business. As there is continuous improving business strategies and procedures, change cannot be an escapable factor and overseeing different changes is turned out to be challenging task. Change management portrays clear organized approach for guaranteeing changes are easily actualized and accomplished to achieve clear goals. This paper concentrates on understanding why there is a prerequisite in executing an enhanced change demonstrate in the dynamic framework. It underlines on delineating the distinctions of the different existing change administration models and covering that exists between the proposed hypotheses. Furthermore, this paper targets to give discourse and discover answers on the accompanying inquiries: Is there a motivation behind change model to be taken after? Are specific models being mere compelling than others in light of progress and outcome (Innovation based VS individuals based)? Covers existing inside the near models? Escape clauses that may influence the dynamic environment. As a major aspect of this article, we play out the similar investigation of three models – ADKAR model, Lewin's Change management Model and John Kotter's Eight Steps for Leading Organizational Change and distinguishing the covers, downsides and proposing a superior arrangement in comprehending the worries that should be tended to by an individual/administration in view of the required or proposed change.

Key Words: Change management, dynamic, change models, resistance, leadership, motivation, people

1.INTRODUCTION

Change management techniques has turned out to be a creative trendy expression in the dynamic changing environment. With continually creating business targets and frameworks, change is certain and managing change is mandatory. Change management is additionally used as a catch for different ventures that may vary in different ways.

It is therefore important to understand the requirement of change and ways to utilize them to be successful entity in the dynamic environment. Change management is being considered as systematic approach for ensuring that levels of progress are collective and compared for actualizing and accomplishing the required levels of progress. The change organization focus will be around the various effects of progress being showcased, majorly on individuals and how they accept the after effects of the implemented change. The change might travel from standard procedural change to specific worldwide framework change to achieve the organizational goals and objectives.

Change administration portrays clear organized approach for guaranteeing changes are easily actualized and accomplishing clear goals. It is vital to comprehend what it is prerequisite of progress and how to actualize on various situations to be powerful in the proposed environment. Organizational proposed change could run from a basic/minor process change to a renowned accepted framework change to achieve the management demands and requirements. For the major part, change management can focus on the expansion of various business operations that needs to achieve the outcome; i.e. organizational level head structure, item improvement, consumer loyalty and so on. Effective change administration methodologies enhances the administration structure, as well as raises profitability up to the most extreme level by altering and supplementing the current association/organization framework. The goal of accomplishing the consumer loyalty can be a vital element that administration requires from proposed models.

There are two types of programs developed to track progress administration:

- Precise organizational change activities that comprise of organizational proposed activities.
- Specific internal and inbound change organization or change control program that incorporates proposing business arrangements and methods to control step by step operational or expand specific changes

Above suggested projects utilize comparative devices. However, they have diverse vision and goals. These are also fundamental for the affiliation's success. Legitimate changes happen ordinarily in endeavors. By definition, endeavors are changing the state of things and will more likely consolidate

strategies and techniques. . Change organization differs from wander organization in its authoritative objective. Stretch out organization is restricted to the use of a course of action of instruments and techniques by a touch of social event of specialists to finish amplified goals. Further to this, change organization highlights on the all-inclusive community side of advance and targets activities at all levels of an affiliation including overseers, pioneers, founders, boss, executives, and staff.

It is vital to note that "organizations" are not the ones that makes a revolutionary change; it is the overall public inside the association that makes the difference. Similarly, the success or outcome of the venture at the end is measured by the difference of work done by each individual to that of the number of resources affected by the proposed change. Subsequently, powerful change organization requires a cognizance for the acceptance and evaluating how an individual rolls out successful change effectively. Absence of an individual viewpoint results in implementing the change with no vision and results that affects the organizational performance and growth at a larger scale.

The target of this exploration is breaking down the change administration models (ADKAR, LEWIN'S and KOTTER'S EIGHT STEP) to give discourse and discover answers on the accompanying inquiries. Moreover, the focus of the paper is on comprehending the predefined models and proposing a predominant game plan in understanding the stresses that ought to be tended to by an individual/organization in perspective of the required or proposed change.

2.PROBLEM DESCRIPTION

Actualizing and overseeing change in a changing element condition requires part of consideration. Throughout the years there were many models that were proposed for compelling execution of the proposed changes by administration. It is a noted information that upper management support is one of the vital accomplishing components that favors change implementation. On the off chance if upper management does not purchase in – why would it be a good idea for anybody to pitch in? Some of the listed barriers or obstructions that can lead for the upper management not being support for the proposed changes are as follows -

2.1 Discernment Barrier:

- **Stereotypes in investigation:** We see what we hope to see
- Lack of ability to visualize all dimensions of the issues
- **Over-burden of specific assets:** Facing obstacles to identify pertinent requirements and assets

- **Misinterpretations:** Notion of misinterpretations on the available data that leads to roadblocks on the progress stats hindering the organizational outshine growth.

2.2 Enthusiastic Barriers

- **Hazard-Avoidance:** Take a step back and leans to lower risk ratios that doesn't create major havoc.
- **Incapability in handling unrealistic scenarios:** Finding solution to complex hurdles is not a cakewalk procedure. Inadequate information or insights may lead to disposal of grateful vision with supporting objectives.
- **Inclination to survey existing musings instead of delivering new considerations:** Early appraisal of recommendations may manage innovative contemplations. Major musings often depend on lacking information. That makes it less requesting to reject them. Routinely people imagine that it's impressively less requesting to devise clarifications behind rejecting an idea than with purposes behind supporting and thought
- **Improper time management for various critical considerations:** On various assessments, people are not prepared to lean back and consider various issues since they feel futile to pass on what comes to fulfilment on a rapid pace.

2.3 Psychological Barriers

- **Use of incorrect and improper wording:** Utilization of informal language and phrasing statements that is suitable for the external world for the message propagation is hindered at a larger scale causing variance effects.
- **Falling back to trivial techniques:** There are various methods and dimensions for exploring views and projecting the after effects of the change. Falling to the restricted methods might end up hindering the exploration of the possibilities and innovation

2.4 Environmental Barrier:

- **Absence of support:** Many individuals see changes as a danger for their own status. Changes move the entire association and in addition each and every representative out of their 'usual range of familiarity'. Along these lines, there will dependably be a few people who attempt to stop or overlook the procedure.

• **Lack of capacity to acknowledge feedback:** Those who make new thoughts may set up new boundaries when they disregard legitimate feedback. The capacity to acknowledge feedback is a noteworthy precondition for building up trust and for picking up support.

Such ecological boundaries have consequences for all periods of progress. They can either make sentiment harmony or shared support or cause a lot of vanity and rivalry.

3.LITERATURE REVIEW

In [1]"Effective Organizational Change Management" emphasizes on understanding the importance of managing the organizational change using specific scenarios. The major focus goes in requirement of change, nature, impact, dealing of the proposed change and probability of success in their attempts. In light of the examination performed, most organization's operational methodologies and structures reflect past business substances making authoritative latency a standout amongst the most noteworthy deterrents to change. However, it showcased the facts that leadership qualities and upper head proposals, such as vision creation, innovation, creating road map, providing constructive inputs and encouragement of feasible solutions are vital aspects that leads to a successful change initiation.

In [2]" Change Management in Public Sector" explores public sector employee perception on the strategies that require high attention on achieving the desired results in the public sector organization. The proposed framework of Kotter's was taken as base to align with the different views of the employees working in the public sector. The study helped in identifying three steps of Kotter's model (collating supporting guidance, innovative strategies and effective interpretation and successful broadcasting of approved objectives) was aligning with the perceptions of public sector employees. Based on the analysis performed, recommendations were suggested on following pillars: leadership, clarity and communication of vision using the right channel, stakeholder view and effective trainings

In [3]" Change Management Theories and Methodologies" discusses on various change models and their impacts caused in the dynamic business environment. Each model focuses on the stabilizing and sustaining to the transformations caused on change implementation. The study depicts the dependency created on people's viewpoint and nature of business involved getting adapted to the proposed change. It suggests proportional theories helping in diagnosing the problems associated with different models before the occurrence of crisis.

In [4]" An Improvisational model on Change Management: The Case of Groupware Technologies and Innovation" presents the distinction between traditional models that

contains predefined steps and implementing changes during the specific period of time and alternative model that handles the turbulent atmosphere in handling the sudden changes. Proposed framework or model provides insights of dynamically causing variations of contemporary listed associations, which instills iterative checks, usage of various learnings over course of period. Further, they take the opportunity of enabling organization to enhance the upcoming capabilities, diverged practices and inevitable outcomes.

In [5] "Managing change and transitions in dynamic environment: A comparison of different models and their discovered commonalities" [5] pictures the shared attributes of the various change models developed over the time period in supporting the implied changes for the organization are being analyzed. The study helps in relating different methodologies related work that assist the individuals in identifying the practical implications and focus on the physical and emotional barriers of change implementation. Further, helps in drawing a line to identify benefits reaped of implementing the desired model based on nature and impact of business need.

4.CHANGE AND TRANSITION MODELS

Change management is a people oriented crafted specialized product that draws effective communication capability and political insights to navigate through various scenarios for successful implementation. Effective change methodologies help in paving way for healthy outcomes and engages in building momentum and receiving organizational support to identify and overcome change resistance and overheads. As part of analysis, we have used three different widely used dominant change models namely

- ADKAR CHANGE MODEL
- LEWIN'S - THREE STAGE CHANGE MODEL
- KOTTER'S 8 STEP CHANGE MODEL

4.1 ADKAR Model

ADKAR model plots the productive enterprise through change. Every movement of the model furthermore actually fits into the common activities related with change organization



Fig -1: ADKAR MODEL

STEPS INVOLVED IN THE ADKAR MODEL:

Awareness - Consciousness of the business objectives behind the proposed change. Care is the target/aftereffect of early trades related to a various leveled change

Desire - Longing to connect with and take an interest in the change. Longing is the objective/result of sponsorship and resistance administration.

Knowledge-Collaborate and instill the different dimensional information and appreciate the change. Experience is the goal/aftereffect of sponsorship and resistance organization.

Ability - Capability to recognize or execute the change at the required levels. Limit is the goal/aftereffect of additional directing, practice and time

Reinforcement - Support is the motivational factor to any hurdles that is interrogating on the path way of the proposed change. Support is the goal/aftereffect of apportionment estimation, medicinal movement and affirmation of productive change.

The major results characterized by proposed ADKAR’s change model are sequential and cumulative. Change occurrence is two different dimensions – Business end and people’s end. Successful implementation of the proposed change is resultant of fine tuning of the identified dimensions accordingly

4.2 Lewin’s 3-Stage Model of Change

This model follows the principle: *Unfreeze - Change - Refreeze*

Step 1: Unfreeze:

1. Understand the detailed requirements for the change

- ✓ Perform a detailed study on the organizational behavior to comprehend the present state
- ✓ Understand the need for the change to occur

2. Ensure strong reliance from upper management.

- ✓ Perform key factor analysis and management perspective to separate and make the key personnel inside the firm to support your vision.
- ✓ Create a big picture and analyze it from different dimensions and stand up for the management success

3. Create the purpose for change

- ✓ Create a strong case on understanding the purpose of the proposed change
- ✓ Utilize the views and map it to the objectives for the management
- ✓ Communicate the visualized objective regarding the purpose of the change.

4. Manage and comprehend the rising issues.

- ✓ Remain transparent to operational concerns and address them as required

Step 2: Change:

1. Manage Communicate frequently.

- ✓ Arranging and execution of the progressions as part of the projected plan
- ✓ List down the benefits reaped.
- ✓ Explain specific positive aspects how the improvements will have an impact on people.
- ✓ Prepare the external world on the outcomes.

2. Dispel gossipy tidbits/rumors

- ✓ Handle the issues with open mind set
- ✓ Map change requirement to operational necessities

3. Empower activity

- ✓ Create heaps of chances for specific inclusion.
- ✓ Perform daily monitoring and guidance by top management (Directors/line managers)

4. Involve resources in the activity process.

- ✓ Create short-term success to reinforce the change.
- ✓ Healthy conversations with stakeholders for better support and motivation

Step 3: Refreeze:

1. Gel the changes into the culture

- ✓ Identify the supporting factors that support the change.
- ✓ Analyze boundaries for the maintenance of the change.

2. Identify strategies for sustaining the change.

- ✓ Provide relative support.
- ✓ Bring in criticism frameworks
- ✓ Create hierarchical level architecture as essential.

3. Provide support and training.

- ✓ Communicate to the external world and seek support.

4. Praise the outcome and results reaped!

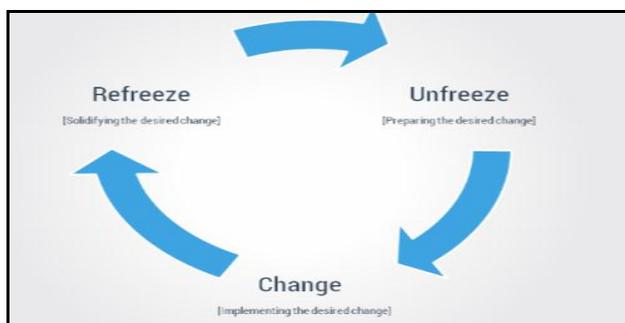


Fig -2: Lewin 3-Stage Model of Change

4.3 Kotter's 8 Step Change Model

Step 1: Create sense of exigency

- Building up the sense of feeling and desperation obliges us to interface the change to the organizational long haul objectives, enrolling senior supervisors/administrators to freely bolster the change. A little is about knowing when to drive the change by ensuring the change has a reasonable run and won't get sidelined because of another action that is now in play

Step 2: Creating the Guiding Coalition

- With your feeling of earnestness and the support of senior directors and administrators set up a group to convey the change, the pioneers of the general population who are required to change.

Step 3: Developing a Change Vision

- Make a dream for the change by connecting with those affected by the adjustment in building up the vision (Probably simply the pioneers of those affected). Put aside your own inclinations and build up a dream that resounds with the affected workers

Step 4: Conveying the Vision for Buy-in

- Convey the vision and get others (senior directors) to impart the vision comprehensively in the association, and confirm that individuals comprehend and bolster the vision. While imparting the vision, be vigilant for resistance.

Step 5: Empowering Broad-based Action

- Engaging activity is making it feasible for individuals to receive the change, expelling hierarchical obstructions, for example, structure, KPI's, detailing forms and different components of the association/organization that are conflicting with the change that is planned for implementation.

Step 6: Generating Short-term Wins

- Incorporate into your arranging some fleeting increases or wins to help fabricate energy and praise these wins. Have senior pioneers talk session these wins in gatherings and casually to staff. Your fleeting wins will build the likelihood of others grasping the change and will lessen imperviousness to the change in different ranges of the business.

Step 7: Build on the Change

- Never easing up is about holding relentless efforts and strengthening the vision, not long after a change has been executed individuals will return to old ways in the event that you take your eye of the ball. It is imperative to keep your messages alive and screen the change for a long time after the change is actualized. This should be possible through review, detailing progress or in exchange with affected regions.

Step 8: Incorporating Changes into the Culture

- Consolidating the change into culture incorporates guarantees that the administration frameworks have the change implanted. These administration

frameworks incorporate arrangements, methodology and work directions, announcing and review forms and in casual and formal correspondence

- Manage the change into the people’s perspective such that collaborating the differential behavioral styles in change progression
- Conventional results of understanding the mindset of people and creating a roll back plan for the unconditional results and outcomes.

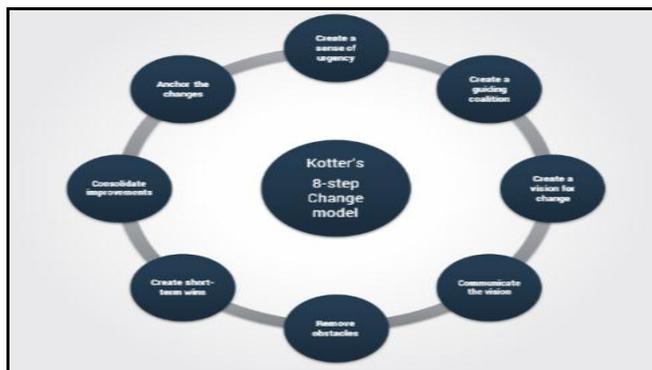


Fig -3: Kotter’s 8 Step Change Model

5.RESULTS AND DISCUSSION

Each model incorporates different strides for execution of the effective usage. Presently we will contrast them to see what are the distinctive similitudes and contrasts that exist in the different models. The correlation check helps us see how each of these models fits into the diverse association and covering of them.

The mapping of ADKAR to LEWIN’s model can be depicted as below:

Unfreezing-> Awareness, Desire, Knowledge

Change - > Ability

Refreezing - > Reinforcement

The mapping of Kotter’s to LEWIN’s model can be depicted as below:

STEPS IN LEWIN’S MODEL	MAPPED STEP # IN KOTTER’S MODEL
UNFREEZE	STEPS : 1 to 4
CHANGE	STEPS : 5 to 7
REFREEZE	STEP : 8

On examination of the Kotter's model we see that emphasis is on "unfreezing". Both Lewin's and Kotter concentrate on the resistance diminishment and spurring individuals on the proposed change and making mindfulness on the need.

Each of the three models have diverse segments that underline the authoritative change. Despite the fact that Lewin's model covers the general population point of view, real accentuation is on beating resistance. Kotter's model concentrates on the administration actualizing the change instead of an individual viewpoint usage as implemented in Lewin or ADKAR. Likewise, Kotter's model portrays the requirement for the change as well as focuses out the "direness". It conveys the vision and procedure proposed by the administration. ADKAR's principle center is around the individual point of view end, however Kotter's model goes inside and out of the "conceivable outcomes of dangers and critical thinking strategies". The significant contrast of ADKAR and Kotter lies on the general population's end. ADKAR concentrates on the individual stance, though the Kotter concentrate on the senior administration recommendations. ADKAR concentrates on "dealing with a change" though, the Kotter's model concentration is on the "main the change".

6.CONCLUSION/FUTURE WORK

On the off chance that we have to ask anybody which change model would you suggest for an organization, there is no particular model as it firmly relies on upon the concentration, need and result. Distinctive models concentrate on the diverse viewpoints such as nature, resistance, individuals/gathering of people, effect, driving and monitoring of the change.

In the event that there ought to be an examination rolled out on use of the improvement display, the real concentration is

on the work force in charge of starting and actualizing the change, the experience controlled by the faculty. Having the nature/encounter level of the initiator, ADKAR model will be utilized by the fledglings as each change step is straight forward and unmistakably characterized. On a similar way, Lewin's model likewise delineates a simple utilization display with three stages that is effortlessly gotten a handle on by the fledglings. The real favorable position that Lewin's model will suggest is defeat resistance which establishes a decent framework for the fledglings. From the administration point of view, use of Kotter's model is compelling or the best fit. Kotter's model concentrates on the "10,000 foot view". Consequently, Kotter's model is prescribed for experienced change initiator or implementer. In any case, this doesn't term that plausibility of utilization of these models relies upon just the experience level. The real issue that outstands – "Which change model is dependable or fits better for change execution and receiving the rewards with less effect on individuals"? The most conceivable answer would it say it is "depends" and "Does it truly make a difference on the whole dependence of the model"? An accomplished staff rather tend not to depend on any model; while a learner may utilize a reference model or some direction from the accomplished implementer. Late examination demonstrates that actualizing change in a dynamic situation is very basic as change is required for new projection in various dimensional view. Models may end up being an aid or revile contingent upon the proposed change and delayed consequences brought about by proposed change. Utilizing a particular strategy or model does not handle the whole circumstance. It unmistakably lays close by of the change board or administration or person that is driving/dealing with the change.

The primary concentration ought to be on an alternate point of view than the change demonstrates – "Any change gets to be distinctly fruitful on the people who are ready or selecting the change and effect that is resultant of the change". Any change model ought to concentrate on the elements to be specific – "Reason", "Nature", "Affect", "Readiness", "Perspective". No change ought to be authorized on anybody yet it ought to be a total exertion and fulfillment of the supporting assets that will harvest the impacts of the change. My own perspective in any change administration model is to concentrate on the criteria that authoritative vision ought to have the capacity to recognize how change can affect individuals' conduct and solace cleared route by the change. Permit change to give room space for a "rollback" that gives a want to re-establishing the past state. As a component of suggestion, regardless of which model is depended we have

to keep the change basic and concentrate on the criteria that any change that should be actualized ought to keep key people groups alongside administration in circle and get consistent criticism and perform conceptualizing for a powerful throughput achievement with a rollback arrange close by.

In Future, the observations could be further utilized by the management to propose various strategic solutions that can focus on varied quadrants in the successful change implementation. Various studies suggest the driving force of the change management in coming future will focus on increased collaboration of different change disciplines, enhanced maturity development of the organization and individual development of the professional. Hence, models can be designed focusing on the relative attributes and in-depth learning of the organizational behavior to adapt to the change.

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