

Chapter 19

Change and Change Management in Organizations

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ABSTRACT

The aim of this chapter is to make it easier to understand the concept of change and offer some suggestions on how the change should be managed. In this direction, change, change management, and its importance have been dealt with, and a conceptual framework has been established through examples. Then, the types of change are discussed by explaining what environmental factors bring about the change. The process of managing change is reviewed; the resistance to change and the sources that reveal this resistance are examined, as well as how to overcome the resistance. Finally, the role of the leader in change management and creating change culture has been discussed.

INTRODUCTION

Modern organizations are open systems that take the input they obtain from their environment into a certain process and offer them back to the environment as output, with a relationship with environmental factors. These organizations analyze the variables and parameters around them, collect sufficient data about those variables and parameters and try to keep up with the changing environmental conditions in line with those data. This is because the phenomenon of “change” is gaining importance in modern organizations, in contrast to classical organizations which prioritize protecting their current status and avoiding risks. It is also emphasized that change at both individual and organizational levels is essential (Şimşek, Akgemci & Çelik, 2008, p. 415). Therefore, modern organizations perceive and understand the change emerging in the environment and try to adapt to the change and protect their balance.

In daily life, the concept of change means that something is transformed into something else in a planned or unplanned way in time. Change as mentioned in the management literature involves the change process that generally occurs in a planned way. Planned change aims to develop the organization’s adaptive skills towards the developments in the environment and to change the employee behaviors (Robbins & Judge, 2013, p. 580). Thus, planned change requires managerial abilities. Management and change

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are intertwined concepts that complete each other. In the journey of change, your purpose, destination, whom you will take with you on the journey and whom you will leave behind are determined in advance. Hence, activities such as planning, evaluation, implementation and control are carried out before and during the journey and change is tried to be managed.

It is possible to see many examples of businesses that demonstrate the importance of seeing changes in the environment in a timely manner, and managing it in order to gain competitive advantage. For example, Nokia, the leading player in the mobile industry for some time, did not follow the trend change and tried to hold on to the market with its traditional mobile devices while its competitors developed themselves according to changing trends and the result is clear... For this reason, change and change management for organizations is vital.

CHANGE AND ORGANIZATIONAL CHANGE

Think about your life for the last 5 years. What has changed in your life? Where were you five years ago and what business were you doing? Did the products you used change? Has your form of access to information and speed changed? Did the people in your life get diversified?

If you are a business owner, think about what has changed in your business so far from the days you have started it. Has your business provided product range? Have you experienced product, market or technology differentiation? Has the number and profile of your employees changed? Has customer expectation and applications of order delivery changed? Has the number of competitors increased or decreased? If you answer is “yes” to one or more of these questions, we can say that you are experiencing the change. What is the concept of “change”, which is a fact of business life as well as private life?

Change in daily life refers to the fact that things alter and do not stay the same, they turn into something else. This transformation includes the change of both the places of people and objects and personal knowledge, ability, etc. to a different situation than its current situation. In the organizational context, change means that the organization comes to a different situation in terms of its activities (van de Ven & Poole, 1995, p. 512). Organizational change is to enter a new field and play the game according to the new rules (Ragsdell, 2000, p. 104). Organizational change is the alteration of the organization's strategy, structure and culture as a consequence of the shift occurring in the organization's environment, structure or technology (Passenheim, 2010, p. 7). This alteration and transformation can be performed in a planned way, or it can be unplanned as well.

In organizations, every work, technology, process and procedure is constantly changing (Nordin, Md Deros, Wahab & Rahman, 2012, p. 106). Constant change includes continuously differentiating and changing any aspect or situation of individuals or organizations (Çetin, 2008, p. 109). Organizations are constantly in the process of producing goods or services that are “cheaper, better quality and quicker” and, in doing so, they have to keep pace with the change. This effort of the organizations reminds the slogan of the Olympic Games known as “citius (quicker), altius (higher), fortius (stronger)” (Şimsek et al., 2008, p. 415). It is necessary for members of the organization to adapt to that kind of life in such an environment where there is a constant change. Because, as in the well-known expression, “the only thing that has not changed in organizations has become the change itself”. The speed to respond to customer needs which is a fundamental dimension in today's management approach and stipulated by total quality management has become a demonstration of change in organizations. In today's economic conditions,

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