

Chapter 11

Current Approaches in Change Management

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ABSTRACT

This book review includes modern management techniques which take part in the concept of Change Management and its applications in detail. Companies which want to be afloat in a dynamic market and grow by getting strong should be adopted to change and use it as a strategic attack. Therefore, to include some modern management techniques which are proven in terms of popularity and safety in management understanding of a country can provide huge advantages and create a high added value. The main subject is that every company adopts an appropriate management model according to its own organization and employee structure and apply theoretical phenomenon in a successful way. There are quite few companies which are successful in this scope while there are many which are trying to succeed. Companies which want to be among this minority should decrease their resistance against change and should be open to innovations. In this chapter, you are going to read specific clues and tactics for the companies which want to be adopted change.

INTRODUCTION

The change phenomenon is known by different names in different disciplines. For instance, it is called “social change” in sociology, “personal development” in psychology, “metamorphosis” in biology, and “change management” in business. This section discusses and analyses the change management concept in business in detail. As defined by Kotter (1999), change management is an approach covering the management models individuals, teams, or organizations have in order to reach a future desired state and the actions taken to arrive at that state. In the 1980’s, change evaluated along with innovation and statistics became an important research subject in management sciences, through an article published by Julien Phillips in the Journal of Human Resource Management in 1983.

As noted by several researchers, the concept of change has gradually become more important as the business environment has evolved due to exposure to globalization and technological innovations. This

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change process is further expedited by factors such as the mobility of capital and production resources, technological improvements, rising population, methods to reduce production costs, social media, and the fast spread of information. While these factors seem very different from each other, these are accepted as the fundamental strengths of change that also directly influence change. For example, quickly reacting to information creates pressure on shareholders and the media, problem decision-making managers at the administrator level must solve. Technology has enabled the rapid movement of information, while the speculative information on television and social media can impact a public company on the stock market. Change management can be defined as techniques facilitating the execution of these complicated processes in an organized way that will ultimately contribute to the organization. To practice this strategy, the organization's vision and targets must be clearly identified, along with the metrics and methods to achieve change. In addition, the processes must be carried out according to plan and organization change should be adopted into the organization. The most significant limitation to the implementation of organizational change in companies is with the employees. Because change constantly creates unknown and unpredictable results, people are generally afraid of change. For that reason, employees should be clearly informed about why change is necessary and what it can provide before initiating changes.

Well, which effect do techniques which we call new generation management theories have on change method? What do managers who want to use change as a strategic instrument or core competitive advantage care for? Such kinds of management techniques have a lot of problems for application despite of being remarkable in theory. For instance, a management technique which is very successful in a country might not be useful in other countries. Differences in economic structure, culture element, company structure and all other geographic differences can be effective on new generation management strategies. In fact, change method is a key element to overcome such kind of difficulties by adapting it to a country, company and people, and using contingency approach as a base.

Background

Numerous authors have provided several definitions in the literature relating to the change concept. The most common definition is to make something different within a specific time period (Güçlü & Şehitoğlu, 2006), with a purpose and clear expectation of the outcomes. The concept of stability includes features such as constancy, harmony, and balance; it also covers uncertainty and complexity. Moreover, change also means action, transposition, or transition from one situation to another; and cultivating methods that will provide growth and development, higher productivity, and efficiency (Özkara, 1999; Uçan, 2003). Social change originates from two sources. The first includes factors such as climate, weather, and people that have completely random and unique effects. The second source stems from a combination of systematic factors. For example, a successful change includes common conditions such as a flexible state model, adequate and inexpensive sourcing, and product and service demands from the social groups. Therefore, a combination of systematic factors with some random and unique elements can create the change's itself, or can speed up the change. Social change can be defined as the changes in direction and qualification of a social network, and the determining factors such as economic and social class, education, family, religion, environment, and residence. Technological change is progress in the techniques used to produce a product or service, and economic change includes concepts such as supply and demand for the produced goods, procurement, production conditions, market conditions, and their fluctuation, in addition to new economic trends. Organizational change expresses organizations' actions following changes in the environment to speed up their development, adapt to new situations,

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