

# PATTERNS OF CHANGE<sup>1</sup>

PhD Student **Eduard CEPTUREANU**  
The Bucharest Academy of Economic Studies, Romania

## ABSTRACT

*Concepts for planning, implementation and successful implementation of organizational change known in the literature, as "models of change" or "theories of change", play activities specific to the initiation and conduct of change in an organization. Existing patterns of change are considered to delineate a model of planning and implementing change in the organization depending on the specifics of each.*

**KEYWORDS:** *change management, Lewin, resistance to change*

Concepts for planning, implementation and successful implementation of organizational change known in the literature, as "models of change" or "theories of change", play activities specific to the initiation and conduct of change in an organization. Existing patterns of change are considered to delineate a model of planning and implementing change in the organization depending on the specifics of each.

1. *K. Lewin's Model* is one specialist noted. In essence, the change involves a series of organizational events taking place over time. K. Lewin pioneer of social psychology, has developed one of the first models of planning for change, presented in his "Field Theory in Social Science (Harper & Row. New - York, 1951.) Where he suggested that the sequence of events or processes change involves 3 steps:

- I. Icing / opening;
- II. Change / move / change;
- III. Freezing / closure.

In analyzing change it using the method called "force field analysis", showing change as a dynamic equilibrium of forces acting in opposite directions: forces that require change and forces that resist change. Dynamic equilibrium under the scheme is established and maintained when the two categories of forces are approximately equal and the increasing forces requiring change or diminish the forces that resist change.

Postulates the icing situation existing state of affairs is estimated to be unsatisfactory. For an organization to evolve, it must be destabilized, i.e.: to switch from state "solid" state "liquid", that is why change is always ambiguous, fluid, random feature ambiguity is what gives the trend towards change and movement.

Intensify the process of thawing conditions typically include a voltage level higher than normal and requires understanding that the objectives and strategies, technology, structure and processes are ineffective in whole or in part.

Change is the central stage of the model in which efforts are being made larger or smaller planning (appropriate or inappropriate) and implementation of change. Review procedure of appointment or removal of manufacturing a product is a trivial change

---

<sup>1</sup> Ceptureanu, E., Ceptureanu, S.- *Human resources management in knowledge based organization*, Marketing - Management -Studii- cercetari – consulting, anul, XIX, vol.1-2/2009(109-110)

compared with the major changes involving the radical restructuring of attracting more members.

This stage is usually quite difficult because it requires considerable effort from the object / subject to change and coordinate the change process requiring patience, creativity and will.

Freezing/refreezing. This last step involves establishing a new balance in the organization and formed a new culture, new policies, technologies and structures. It believes, based on Laplace's metaphysical determinism, that each time the state of any system is the inevitable effect (necessary) the previous state and absolutely necessary because the state is to follow.

In this context mention that refreezing is a temporary state of affairs relative equilibrium, hardly established, is very fragile in the light fluctuations in business that contemporary organizations require to be prepared for lifelong learning and change frequently. Although the model "DSR" summarizes very simple framework for understanding organizational change (in fact, the three-stage model involving many more actions necessary for the introduction of changes), it corresponds of understanding that any economic analysis model to be a simplified reflection of reality.

2. *The Action research Model.* This model is a reactive and present planning change as a cyclical process in which initial action research changes provide information for a series of new action research conducted in collaboration between management, staff changing and business consultant. This model focuses on: gathering information, diagnosis and evaluation of results showing the following steps:

1. Identify the problem, what can be done by a person in business and is limited to identification of certain deviations from normal operations;
2. Consult a specialist area which will review the company depending on their theories, experiences, values and principles;
3. Information collection and preliminary diagnosis made by the consultant in collaboration with company personnel through analysis of documents, observation, questionnaires, interviews to delineate the causes of problems facing the company;
4. Return to basic client understood the discussion in meetings with company management the results of the third stage;
5. Identification and analysis of problems in the talks between the consultant and staff involved in change; Planning involves the actions by the consultant and those involved in changing the measures to be implemented, which is in close dependence of human potential financial enterprise, organizational culture, the environment in which it operates;
6. Conduct immediate actions include the implementation of new techniques, methods, behaviors and so on;
7. Analysis of data after implementation of action: it is to assess the effectiveness of actions taken and to find new problems to be solved by changing thereby ciclicity process.

3. *J. Kotter's model* we can assign the category proactive change includes the following steps:

- a. conviction about the necessity of changing personnel,
- b. training team of reformers
- c. prospects and strategy formulation,
- d. propagation of new concepts company's future
- e. creating the conditions for mass involvement of staff in the change

- f. provide rapid results,
- g. strengthening successes achieved and further change implementation process
- h. institutionalize change in corporate culture.

The first 4 stages of the model author considers very important to destabilize the balance in business and drive change, because the process is far easy. In stage 5, 6, 7 are directly implement major innovations and final stage - 8, is also very important, states institutionalize change in corporate culture.

*Phase I-* Staff conviction about the need for change is important both for firms tend to continually leaders (or to enhance competitiveness) and for those facing a crisis, because without an awareness of the imperative of change will not be possible to coordinate the efforts of staff, is absolutely necessary cohesion reformers and employees. Including, all at this stage should inform employees about hazards that can affect the organization, their causes and ways of tackling, they must develop decision-making process, to recognize the possible consequences of wrong decisions and actions, to know the advantages and disadvantages of the current situation and options for change.

*Phase II-* Training team of reformers. To coordinate a process of change after American expert opinion is needed and a carefully selected team of reformers, united in the objective and methods would lead to the trust. Team members have the task: to actively support the change, to share the belief that the current state of affairs is not satisfactory to effectively manage resources - key needed (money, time, personnel) to assess the efforts of employees, personal fit all During the process of change. In selecting those who will form the team of reformers, in the opinion of J. Kotter, must be considered as criteria: possession of an important management position, professional competence, to be a person that trusted employees, to possess qualities leader.

*Step III -* Determining perspective, provides training a picture of a company's future and the need and justification for the future. Training an adequate vision of the future company has a triple significance: firstly shows clearly new direction of activity easing making hundreds of decisions in the future, secondly stimulates staff to work towards achieving the desired outcome incentives final third - makes it easier to coordinate the actions of hundreds and thousands of employees. Content to meet the interests of employees, shareholders, customers, the public enterprise is located, to consider the potential business opportunities and potential.

*Stage IV-* The propagation of new concepts about the future of the company: all the efforts made to previous stage to formulate a new vision of the future enterprise will be the result if it is notified to employees in order to form a common understanding of purpose and means of achieving it as motivating them and improving coordination of joint efforts. To obtain such a result need to spread the new vision of the company with the following rules: the message must be clearly stated, the use of different methods of agitation (formal discussions, informal meetings of various sizes) and other channels that help to disseminate information , repeated frequently, personal example of those responsible for implementing changes.

*Phase V -* Create the conditions for mass involvement of employees in the process of change is argued by the fact that very often companies fail to implement major changes without the involvement of most employees. And once they feel distant from major events for undertaking a desire to make their contribution particularly when business objectives do not correspond at all with their own interests.

*Phase VI* - Achieve rapid results: since the processes of organizational change takes on average 3 years it appears that most employees expect evidence efficiency innovations to satisfy themselves that their efforts are worthwhile - it happens because it is fairly high risk of losing tempo change if the same were not established for short term should reflect the actual results achieved.

*Phase VII* - Strengthening further the successes achieved and the implementation of change: Given the fact that the forces that resist not disappear throughout the implementation period is necessary for change and continued successes:

a) Large area change (by Additional more complex projects) and b) strengthening the confidence of employees (by attracting new people into the process of change and promoting those who have been successful), c) causing top management to intervene to complete successfully;

*Phase VIII* - Institutionalize the change in corporate culture: as the human side of organizational change process is critical in its successful completion, becomes clear and the role it has in the context of corporate culture change. In situations where There is a strong link between corporate culture and implement change and postulates old corporate culture are not present and to come into conflict with new methods and principles work is needed brought changes in corporate culture.

4. *The model developed by A. Androniceanu* contains the following stages:

- ❖ defining the factors that generate change,
- ❖ recognition,
- ❖ understanding the need for change,
- ❖ diagnose the problem to another, identifying methods by which to make the change, determining how to implement change, assess in implementing change.

The first four steps are included in the "thawing", from 5th to 7th it her stage - "movement", the 8th stage - "refreezing".

### **Conclusions**

The 4 models described above, each in a special form of planning and implementation stages of organizational change. If K. Lewin's model simply summarizes the milestones by which to achieve the transition and part of the complex issues that depend on the separation of past and achieve sustainable change, the following three models are more detailed presentation of the activities involved in change. Although the four models capture a specific change in the design mode of transition from one situation to another, all have some common features: onset of the study and attract staff, diagnostic, planning and implementing change, evaluation and institutionalization of change .

As differences between the models show that: the third model (J. Kotter's model) in only highlights the priority of corporate culture in successful completion of a process emphasizing change, while throughout the process of conducting the "human side" of it by: the spread of intensive need change and how to implement them, creating conditions to much of the interest the staff, registration and consolidation of successes Throughout the project, not just the end, to motivate employees.

The second model (model action research) is highly technical, summarizing the logical steps of work arising from the chosen direction, focusing primarily on analysis to discover problems. Model A. Androniceanu have another way to implement change and

deal with problems that may arise, though as the action research model provides an intensive work with employees, both succumbing, in our view, the model of J. Kotter.

### References

1. Argyris, C.- *Explorations in Consulting Client Relationship*, Human Organization Studies 20 (autumn 1961)
2. Ceptureanu, E., Ceptureanu, S.- „Human resources management” in knowledge based organization, *Marketing - Management -Studii- cercetari – consulting*, anul XIX, vol.1-2/2009(109-110)
3. Chandler, A.D- “Strategy and Structure”: Chapters in the *History of American Industrial Enterprise*, MIT Press, Cambridge, 1962
4. Emery, M- *Participative Redesign*, University of New South Wales, Canberra, 1999
5. French,W.; Bell, C.- *Organization Development and Transformation: Managing Effective Change*, Ed. IV, Irwin, New York, 1994
6. Hart.M.- *Marketing industrial*, Ed.CODECS, București, 1998, pag.92
7. Kotler P.- *Managementul marketingului*, Ed.TEORA, București, 1997, pag.123
8. Kotler P.- *Principiile marketingului*, Ed.TEORA, București, 1999, pag.108
9. Kotter, J.; L. Schlesinger- “Choosing Strategies for Change”, *Harvard Business Review* vol.57, no.2, 106 – 114, 1979
10. Kochan, Th.; Useen, M.- *Transforming Organisation*, Oxford University Press, New York, 1992
11. K. Lewin- “Field Theory” in *Social Science*, New York, Harper and Row, 1951
12. Naisbitt, J.- *Megatrends*, Warner, New York, 1982
13. Nicolescu, O. (coord.)- *Sisteme, metode și tehnici manageriale ale organizației*, Editura Economică, București, 2000
14. Russu, C.- *Management strategic*, Editura All Beck, București, 1999
15. Russu, C.- *Management-concepte, metode, tehnici*, Editura Expert, București, 1993

*This work represents a dissemination of research results for contract PNII - IDEAS no. 1470/2009, entitled "Strategic directions of value added growth in Romanian SMEs in the context of knowledge management", project director Professor PhD. Ovidiu Nicolescu.*