
ORGANIZATIONAL CHANGE MANAGEMENT

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Annotation. In this article, organizational changes in culture and art institutions and their areas are analyzed. The three main stages necessary for companies implementing strategic changes are analyzed. In addition, information is provided about strategic priority goals such as planning and implementing change in the organization and their integration

Key words: management, organization management, organizational changes, effective management methods

Organizational change occurs when a company moves from its current state to its desired future. Organizational change management is the process of planning and implementing changes in an organization to minimize employee resistance and costs to the organization and increase the effectiveness of change efforts.

Today's business environment requires almost constant change from companies to remain competitive. Factors such as the globalization of markets and rapidly developing technology are forcing businesses to react in order to survive. Such changes may be relatively minor, such as installing new software or reorienting the overall marketing strategy, fighting off a hostile takeover, or reshaping a company in the face of constant foreign competition.

Organizational change initiatives often arise from problems faced by the company. However, in some cases, companies change under the influence of enlightened leaders, who recognize and use new potentials that were initially inactive in the organization or its conditions. Some observers, more soberly, call it the "performance gap."

But organizational change is also resisted and, according to its proponents, doomed to failure. Failure can be caused by visualizing, announcing, and implementing change, or by creating internal resistance. In other words, employees sabotage changes they believe are against their interests.

Effective management of changes in the organization includes a number of stages:

Change planning. Developing a detailed action plan defines how to achieve the objectives of the change objectives. It includes assigned roles and responsibilities, communication, training plans and timelines. The more precisely the change process is planned, the easier it will be to implement.

Make the change. This phase implements the planned change process. This includes managing every aspect of change as well as supporting people through the transition. Training, coaching and resistance to change are essential. Change

managers must ensure that all employees perform their duties effectively. When a change is being implemented, it's important to track progress, track key performance indicators, gather feedback, and ensure that the change is moving toward expected results.

Merge changes. The next step is to consolidate the change, ensuring that it is fully integrated into the organization and becomes part of the culture. Changing business practices, organizational structures, or workplace environments takes time and effort. This is an expensive process. As a change manager, the last thing you want is for employees to fall back into old ways.

Areas of organizational change. Organizational Change Students identify areas of change to analyze. For example, Daniel Vishnevsky and Fariborz Demanpour wrote about one strategy, organizational power structure, in the Journal of Management Issues. Others add technology or corporate populations ("people"). All these areas are of course interconnected.

Companies often have to make changes in all areas when they try to make changes in one area. The first direction, strategic change, can occur on a large scale, for example, when a company shifts its resources to enter a new line of business, or on a small scale, when a company improves performance to reduce costs.

There are three main stages for a company making a strategic change:

- 1) understanding that the current strategy no longer corresponds to the company's situation;
- 2) forming a vision for the future direction of the company;
- 3) creating new systems to implement and support change.

Technological changes are often introduced as components of larger strategic changes, although they sometimes occur spontaneously. An important aspect of technology change is determining who is threatened by the change in the organization. To be successful, technology changes must be incorporated into the company's overall systems and management structure must be in place.

Structural changes can also occur due to strategic changes, such as when a company decides to acquire another business and needs to integrate it, as well as operational changes or changes in management style.

For example, a company that wants to play a more active role in decision-making may need to change its hierarchical structure.

Changes in people may be necessitated by other changes, or sometimes companies seek to change the attitudes and behaviors of workers to improve their performance or to stimulate individual or collective creativity. Changing people is almost always the most difficult and important part of the overall change process. The discipline of organizational development was created to deal with changing people at work through methods such as education and training, team building, and career planning.

No matter how small the change, the manager must face some resistance in the organization. Resistance to change is common, people cling to habits and the

status quo. Of course, management actions can reduce or create resistance. People should be encouraged to abandon old habits. This should happen gradually, not suddenly, so that 'managed change' becomes 'natural change'. In addition to the usual inertia, organizational change creates anxiety about the future. If the future after the change is perceived positively, there will be less resistance.

Therefore, education and communication are key components in minimizing adverse reactions. Through reports, memos, group presentations, and individual interviews, one can gain an understanding of the nature of the change before proceeding. Another important component of overcoming resistance is involving employees in the development and implementation stages of change. Organizational forms of assistance and support may be used. Managers can ensure that employees have the resources to make changes, and managers can provide explanations and minimize stress in many situations.

Some companies manage to overcome resistance to change through negotiation and rewards. They offer special incentives to workers to ensure their cooperation. Other companies resort to manipulation or use subtle tactics, such as giving the leader of the resistance a prominent position in the change effort. The last option is coercion, which involves punishing those who resist or using force to enforce their cooperation. While this approach can be beneficial when speed is of the essence, it can have a long-term negative impact on the company. Of course, one method is not suitable for every situation, and if necessary, several different methods can be combined.

Effective change management techniques

Effective change management requires moving the organization from its current state to the desired state with minimal cost to the organization. The main stages of this process:

1. Understanding the current state of the organization. This involves identifying the problems the company faces, assigning a level of importance to each, and evaluating the types of changes needed to solve the problems.

2. Competent prediction and description of the desired future state of the organization. This involves envisioning the ideal state for the company after the change is made, communicating that vision clearly to everyone trying to change, and developing a means of transition to the new state. An important part of the transition should be maintaining some stability. Some things, such as a company's overall mission or key personnel, must remain constant in the midst of turmoil to help reduce people's anxiety.

3. Making changes in order. This implies effective economic management. It can be helpful to design a plan, allocate resources, and designate a key person to be responsible for the change process. Company leaders should try to create passion for change by sharing their goals and vision, acting as role models. In some cases, it can be beneficial to try small wins first to pave the way for future successes.

Proactively managing change to optimize future agility is a creative, rather than arbitrary, way to deal with the dynamics of industry change. This process is successful not without them, but with the help of the company's human resources.

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