

TAKING CHARGE OF CHANGE

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SOME DEFINITIONS

PLANNED CHANGE: A PROCESS AND A TECHNOLOGY AIMED AT IMPROVING THE HEALTH AND PERFORMANCE OF AN ORGANIZATION.

ORGANIZATIONAL DEVELOPMENT: THE CONTINUOUS APPLICATION OF A SINGLE (OR SEVERAL) TECHNIQUES FOCUSED ON IMPROVEMENT.

ORGANIZATION TRANSITION: PLANNED CHANGE FROM CURRENT STATE TO FUTURE STATE WHERE THE FUTURE STATE IS REASONABLY WELL DEFINED.

ORGANIZATION TRANSFORMATION: PLANNED CHANGE FROM CURRENT STATE TO FUTURE STATE WHERE THE FUTURE STATE IS EMERGING AND IS NOT CLEARLY DEFINED.

CATEGORIES OF CHANGE

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THE CATEGORIES OF CHANGE REACTIVE VS. PROACTIVE CHANGE

REACTIVE CHANGE:

**STIMULATED BY EXTERNAL OR INTERNAL FORCES
THAT REQUIRE CHANGE
PRESENT ORIENTED**

PROACTIVE CHANGE:

**CHANGES STIMULATED BY STRATEGIC VISION AND
FUTURE REQUIREMENTS**

THE CATEGORIES OF CHANGE

INCREMENTAL CHANGE:

**REFINING WHAT EXISTS
POLICIES, METHODS, PROCEDURES, ROLES, VALUES
TECHNOLOGY, PERSONNEL, GROWTH**

- **LESS THREATENING,**
- **EASY TO MANAGE,**
- **USUALLY CAN OCCUR OVER TIME**
- **MINIMUM ENERGY, RESOURCES**
- **LESS PLANNING**

“FRAMEBREAKING” CHANGE:

**MAJOR SHIFTS MISSION, VALUES, TECHNOLOGY,
RE-ORGANIZATION, NEW PROCESSES, NEW
PRODUCTS./SERVICES, NEW MARKETS,
MERGERS/ACQUISITIONS**

- **CAN BE THREATENING**
- **MORE DIFFICULT TO CONTROL**
- **FUTURE STATE MAY BE EVOLVING, HARD TO PREDICT**
- **REQUIRES MORE TIME AND RESOURCES**
- **REQUIRES MORE PLANNING**
- **SUCCESS DEPENDS ON COMMITMENT**

	REACTIVE	PROACTIVE
INCREMENTAL	I	II
FRAME BREAKING	IV	III

ORGANIZATIONAL CHANGE

INSURING SUCCESSFUL CHANGE IMPLEMENTATION

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INSURING SUCCESSFUL IMPLEMENTATION

- 1. DEVELOP (AND COMMUNICATE) PURPOSE AND DIRECTION OF THE CHANGE**
- 2. MAKE SURE THERE IS ADEQUATE COMMUNICATION BETWEEN SENIOR MANAGEMENT AND CHANGE TEAM(S).**
- 3. BALANCE THOUGHTFUL PLANNING AND THE URGENCY OF IMPLEMENTATION**
- 4. ENGAGE IN CAREFUL TRANSITION PLANNING**

INSURING SUCCESSFUL IMPLEMENTATION

- 5. INSURE APPROPRIATE PARTICIPATION OF PARTIES AFFECTED BY THE CHANGE**
- 6. BE CAREFUL TO CONSIDER CULTURE CHANGE-
“THE WAY WE DO THINGS AROUND HERE.”**
- 7. DEVELOP A CLEAR COMMUNICATION AND COMMITMENT PLAN**
- 8. PLAN FOR APPROPRIATE RESOURCES**



STEPS IN THE PROCESS

