

ELSS840

S1L1

Leading Change

- change theory & models of change

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1. Change theory & models of change

- Managing and leading change
- From organizational development (OD) to organizational transformation (OT)
- Steps for change (Kotter)



MOTTO

**Managing change is not about
managing change**

**... but about leading people (in
change)!!**



MOTTO:

Machiavelli about change in the book The Prince (1532):

**Nothing is so hard to plan,
there is nothing so uncertain to succeed in,
and there is nothing else so dangerous to
execute as reorganizing things.**

**Because he, who presents the change to
happen, makes enemies with all those who
benefit from the old system, and receives only
mild support from those who benefit from the
new system.**



Why do most change efforts fail?

1. Organizations (and people) are **not able to let the past go** and they rely on the past success (and they are the best anyhow).



Why do most change efforts fail?

2. Organizations (and people) are neither able to really orient to the future, visionary thinking nor able to make the future.



We need different perspectives

Attempts to explain the change process with a single theory or perspective run the **risk of oversimplification and selective attention** to one aspect of the change process at the expense of others.

It is the interplay between **different perspectives that helps one gain more comprehensive understanding of organizational life**, since one school of thought invariably offers only a partial account of reality .

Van De Ven and Poole (1995)



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Why renewal and change – why learning ?

Forces behind change:

External turbulence

Inner motivation and thrust

