



UNIVERSITY OF JYVÄSKYLÄ

ELSS840

S1L2

Leading Change

- change theory & models of change

Institute of Educational Leadership

University of Jyväskylä

Jukka Alava, PhD, Professor Emeritus

Changes in the task environment

 **Strategies are changing**

 **Real transformation takes place at the workplace**



Goals and focus in change

- The aim in change should be to build the organization's capability to be high performing over time.
- Change efforts should support knowledge creation and sharing, innovation, teamwork.

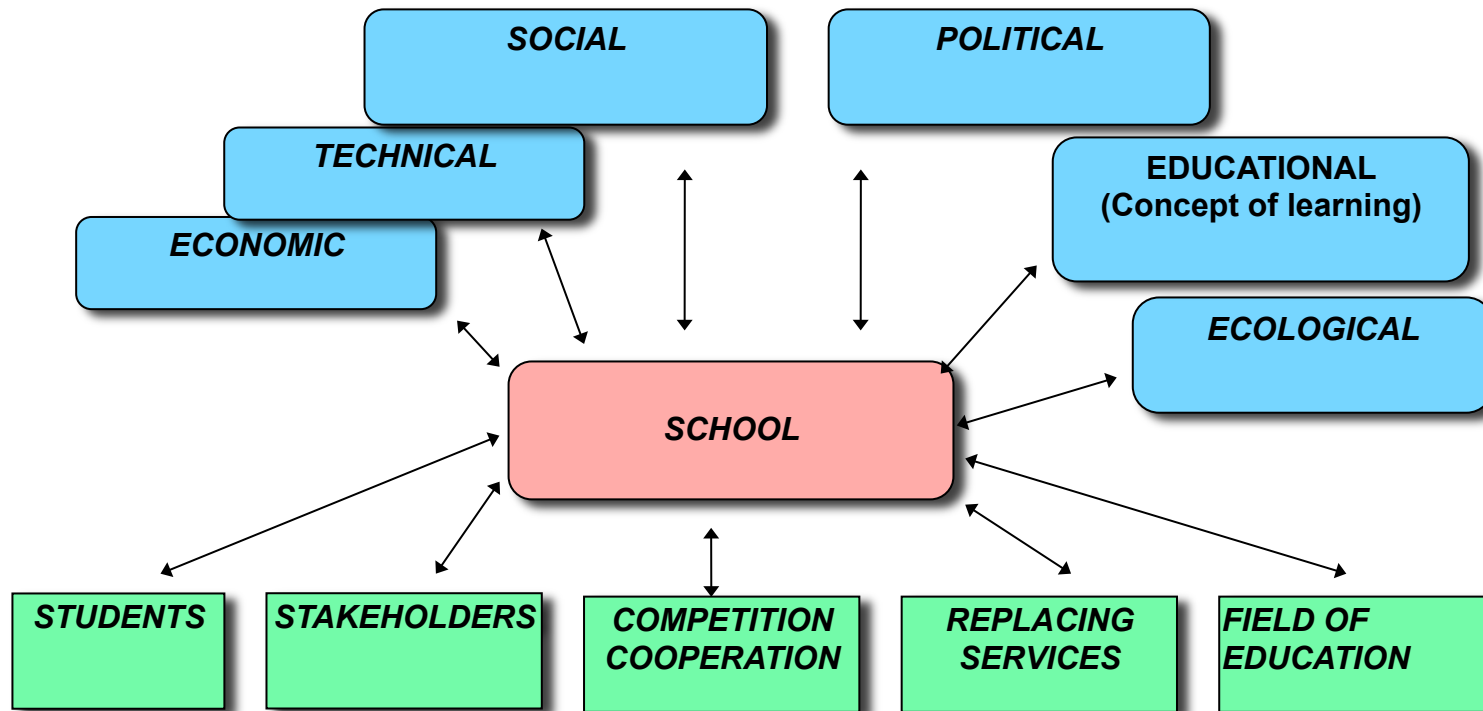


Goals and focus in change

- Change should be value-based, motivating, and stimulating to better performance.
- Change efforts should enable high performance behaviour and introduce new processes.



Search for megatrends





To confront change in theory and in practice **we need to understand:**

- motivation
- leadership
- group and intergroup dynamics
- structures
- power and influence
- communication
- strategy implementation

Theories, approaches and frameworks, and practices of change

- Organizational development (OD)
- Force field analyses
- Lewin's change process
- Greiner: evolution and revolution
- Kotter's eight steps
- Tools for cultural change



Origin of Organizational development (OD)

- ❏ Kurt Lewin - the founder of the group dynamics school of psychology (1948)
- ❏ McGregor - participative management (1957)
- ❏ Likert – survey research (1967)
- ❏ Bion – psychoanalysis (1959)
- ❏ Tavistoc Institute – social psychology



Assumptions of **Organizational development (OD)**

- ❏ Organizations **can be made to change**; through proper diagnosis, planning and action we can achieve the desired outcome.
- ❏ OD was seen as **slow, planned change** that concentrates on organizational effectiveness and employee well being without disruption to the organization's natural life cycles.
- ❏ OD emphasizes participation, teamwork and problem-solving and "occurs through **collaboration** of organizational members working with a change agent".



Development of Organizational development (OD) in the 1960's

- In the 1960s OD focused on human expression in organizations; it can be seen as a philosophy, a set of beliefs and values, about people and organizations.
- Later the approach moved into organizations and the **role of a consultant arose**; Schein (1969) was one of the first to use the concept in organizational problem-solving and decision-making.



Development of Organizational development (OD) in the 1970's

- In the 1970s OD was increasingly seen as technology. Research focused on the organizational design, reward system, management practices and special interventions.
- OD was mostly seen as a tool focusing on organizational competence, including both effectiveness and efficiency.



Development of Organizational development (OD) in the 1980's

- In the 1980s it became more important to realize that old assumptions about the stable state of an organization had to be replaced with one that handled dynamic situations.
- Environmental turbulence became a popular phrase and new techniques and approaches were formulated.
- OD became a vehicle for implementing strategy in an organization. Organizational culture, visionary leadership and human development were emphasized.

