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АНАЛИЗ УПРАВЛЕНИЯ ОРГАНИЗАЦИОННЫМИ ИЗМЕНЕНИЯМИ НА ПРЕДПРИЯТИИ

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Описываются разные подходы к осуществлению изменений в организациях, особое внимание уделено анализу и диагностике организации при проведении изменений. Предложен систематизированный подход к реализации изменений на стадии анализа и диагностики организации.

Ключевые слова: управление изменениями; организационные изменения; программы и проекты изменений; анализ и диагностика организационных изменений.

Current complex economic situation world wide and a financial crisis that affected the Republic of Kazakhstan as well, have made the modern companies and organizations be responsive to the challenges associated with turbulences in their external environments. Nowadays, it is becoming clear that organizations will lag behind economically if they do not change or will completely cease their existence if they do not pay a serious attention to increasing competition, change in customer demands and the way companies conduct business on the market.

Having said that, some forward looking contemporary organizations are demonstrating their proactive management and change management practices by adopting effective quality management programs, restructuring, engineering and reengineering and other efforts to optimize their organization structures, in-

crease of profits, improvement of corporate culture and the size of business etc [1].

However, all change management efforts at an organization must be preceded, accompanied and followed by a thorough analysis of the past and current status of the organization. An organization's structure, goals and objectives in business, personnel management system, IT system and how it embraces technology and satisfies the technological demands imposed by customer preferences and supplier necessities and many other important elements must be studied and analyzed. This way an organization is subject to diagnostics and after it is conducted the change management programs can be implemented.

The purpose of this article is to explore change management efforts at an organization and describe

some practices found in the change management literature that organizations may use when developing transformation activities and exploring the approaches on how to implement them. We begin this article with a discussion on the urgent need for organizations to manage change efforts effectively and have pointed out several external and internal reasons for that. Then certain steps for the organizations' change management efforts have been described and they have not been offered as a single method to combat factors that force organizations to rethink the ways they do business. The idea behind this system of steps of change for managers and consultants is that such systematized approach could be taken into account and used when an organization decides to analyze its elements, processes and procedures to improve its functioning and in turn be competitive on the market.

The effectiveness of change management efforts at an organization is determined by two factors: the willingness and the ability to change [2, p. 443]. In order to successfully carry out the organizational changes, it is necessary to answer the following questions: What changes are needed for the organization / department / office to make their work more efficient? What types of changes are needed to be implemented in order to solve this particular problem? This may seem obvious, but many change efforts at organizations did not solve a real problem, on the contrary they added more challenges to organization day to day work and anxiety among its employees.

The questions listed above must be in agenda in decision-making processes and a priority for managers and their companies once they started change efforts. However, just questioning is not enough, it is imperative to study and observe the organization and there are certain symptoms that indicate a dire need for diagnostics:

➢ the organization experiences unexpected losses and their number is increasing;
➢ information systems are not working appropriately, so make the right decision on a timely manner is nearly impossible;
➢ although, the guiding principles, mission and values of the company are developed but the specific indicators and strategic objectives are not expressed both qualitatively and quantitatively;
➢ the organization has a continuous turnover associated with low morale and loyalty to the company;
➢ organizational structure does not meet the objectives of the organization;
➢ executives do not get the desired effect of the assigned tasks;
➢ it is difficult to find the root cause of the problem because there is no monitoring system.

The purpose of diagnosis is to identify all of the reserves of an organization and find the right way to improve the efficiency of the control system established by the organization. Quite often organizations are compared to live organisms and during a visit to the hospital the doctor before prescribing any pills and medications prescribes the patient the diagnostic procedures first. Analogous to it, change activities are accompanied by the analysis of status quo of the organization and it is imperative that managers and consultants periodically dwell in the retrospective data as well in order to observe how the systems and procedures have functioned in the past.

This way change management is both science and art. Since this is a time-consuming and complicated process, there is no single recipe in order to safely begin the process of transformation and successfully complete it. However, there are a certain number of actions (the Ten Commandments), or steps that could be the basis for successful change in organizations. Picture 1 illustrates these "Ten Commandments" and managers may take into account the major tenets of them when carrying out the programs of change in their organizations.
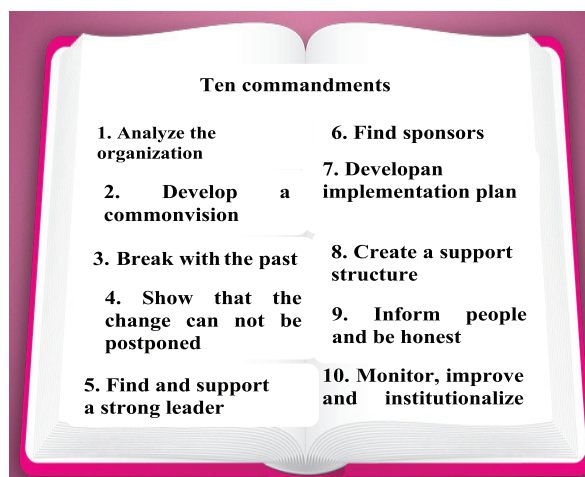
Picture 1 – Ten commandments [2]

The steps are performed in sequence, and there is a series of steps that can be performed simultaneously. Due to the fact that the first step of change process needs more attention from the managers cause this is a diagnostic part, a description of this step will be more in depth than the description of the subsequent steps. So, the change activities could be conducted internally by the managers themselves or an external consultant and a group of consultants (change agents) could be invited and with the united efforts of all the following steps of the organization investigation may take place:

1. *Analyze the organization and its need for change*

Before starting any change, managers and companies need to understand the strengths and weaknesses of the company. They must study the organization's customers, competitors, structures and elements of the structure, and how the organization interacts with its environment. This preliminary evaluation of the system gives managers a common sense in the matters and a more or less clear picture of existing problems. This allows the analytics/those involved in organizational analysis further develop a more accurate understanding of the needs and constraints of an organization [2, p. 445].

In order to turn the process of change into a meaningful one, the first thing the managers need to do is to determine the current and desired (future) state of an organization. The change is a movement, and an organization ought to learn how to make appropriate and effective transfers/moves from the current state of the situation into the desired state.

Managers should take into account both internal and external factors that become the inevitable reasons for change. Some consultants or change agents ask managers, preparing agenda for change to fill out the form "force field analysis of change" in order to identify the forces that contribute to change and factors that prevent them. The form is useful and demonstrates vividly what actions and functions of the organization are working for and against the change processes at an organization.

Thus, in order to implement planned changes it is important to conduct necessary analysis and diagnostics of the company. To do this, both internal and external consultants (or agents to change) are involved. Moreover, there are various means and tools of analysis of an organization.

Instruments for analysis and organizational diagnostics include "the force field analysis" introduced earlier, STEP, SWOT, SIPOC analyses, charts, diagrams, affinity and interdependence diagrams, cause-and-effect diagram (the Fishbone) and many other tools to investigate the current situation at an organization. The choice of tools also depends on the decisions of consultants and the facts and materials they have for analysis and on the size and nature of the economic activity of the studied subject.

2. *Develop a common vision and action areas*

After the causes for change have been identified, the next question the managers and consultants should ask themselves "What will be the result of changes?" This is a time when the vision of an organization should be established. Vision of the future is an image of what the organization will achieve and what it should become. Vision helps to provide a multi-dimensional program of change as a clear target for the employees of the organization. Vision explains why changes are needed.

3. *Break with the past*

Today, when the pace of change and the multidimensionality of an employee duties and responsibilities increases, it is becoming harder for managers to help employees get rid of the past. Employees resist to changes, they complain that the work and responsibilities change too often, and that it is sometimes not clear what constitutes past from which the organization wants to get rid of. In other words, instead of having the "re-freeze" system, according to the "model of Kurt Lewin", they have to carry out the new changes, while the last changes have not taken place or finished yet. One of the main difficulties for the manager is to help employees understand the need for continuous changes without destroying the previous achievements [3].

4. *Show that the change can not be postponed*

Today's companies are increasingly resorting to "advancing change" – preventive measures to change the situation before the crisis happen. Managers need to welcome such an approach, it illustrates the ability of people and the organization to look ahead and evaluate how their organization interacts with the environment. The disadvantage of preventive tactics of change is that the employees may display resistance towards them (to change). Managers ought to learn to convince staff of the need for change, based on the non-obvious, long-term competitive threats. This way the staff may agree that the change can not be postponed.

5. *Find and support a strong leader*

Change needs a guiding force. Many corporations report that their programs of change have been led by strong, often charismatic leaders, such as Lou Gerstner (IBM), Sandy Weill (Citigroup), Bill Gates (Microsoft), Steve Jobs (Apple). Characteristics of managers-leaders who have contributed to the transformation and development of new business strategies in organizations are:
➢ they are able to rebuild the structure and policies of the organization;
➢ they set an example for other employees and explain them why changes are needed;
➢ they endorse and support new initiatives;
➢ they strive to achieve significant success;
➢ they achieve positive results that support new values and patterns of behavior.

The difficulty of change and culture change require that managers and leaders are strong and flexible.

6. *Find sponsors*

Adoption of change in many respects depends on who the organization is represented by and who sup-

ports it. Managers need to lead change as a "political campaign" and conduct appropriate negotiations and meetings to win more positive thinkers and allies during the organization's change efforts.

7. *Develop an implementation plan*

The implementation plan is a way of transforming vision tasks. Once the vision and the main purpose of the changes are formed, the plan identifies practical actions to help achieve the goal of change. This can be a detailed schedule that reflects what should be done in a week, a month and a conceptual plan of what needs to be done in a few years.

8. *Create a support structure and reinforcements*

The changes will not occur until the employees of the organization believe that change is necessary or until they themselves see the signs of change. Instances of signs of change could be alterations in key substructures and sub-systems of an organization. Change forces the organization structures become more aligned with its needs and opportunities and thus support the new way of working.

9. *Inform people, attract them and be honest*

Communication is the means and ability of an organization to provide a sequence of actions with honesty and realistic expectations. If the communication process is well established, it can significantly help transform the change efforts at an organization. If the system is weak and not responding to the needs of the whole staff, it may lead the change program to a complete failure at an organization. Finally, honesty is a necessary condition for inclusion of employees in the change process and the quality of communication.

10. *Monitor, improve and institutionalize the changes and results*

All efforts in implement changes in organizations require careful monitoring and timely correction. A more difficult task during this process is the institutionalization of change, because it is a conscious set to constant change in an institution or business entity.

When implementing change organizations should first analyze and diagnose the changes that have already occurred and changes that are to be implemented changes. The management and employees of the company may be opt to a participative management during the organizational change efforts, as well as they may rely on external consultants while conducting the analysis of the organization. During change they can create groups and teams for change management and use a variety of instruments and diagnostic toolkits that are designed to help to analyze challenges, symptoms of problems, organizational problems and form goals and objectives for change. Plans and programs for implementing changes can be very diverse and depend on the size of the organization, the industry it operates in, the size and nature of the organization, and so on [4] .

This article is about exploring and understanding the fact that organizations' change efforts can be disadvantageous and even dangerous to their well-being if not planned carefully and systematically. The cost of chaotic and reactive responses to changes and problematic issues in managing change may be huge starting from the employee resistance to change ending with an ultimate failure of an organization. Also, the need to study organization by conducting its diagnostics by managers, employees and change agents has been explicitly outlined in the article. Moreover, the organization diagnostics can be performed by means of various instruments and tools. Ten steps or commandments for change efforts have been described with a purpose of looking at changes from a systematic point of view and this in turn does not mean that the ten steps is the only technique to refer to when the issue of change effort at organizations occurs. On the contrary, the authors claim that business literature, research and practice offer an abundance of approaches that help organizations varying in size, type and other specificities apply a good combination of those existing organization analysis tools and instruments and advance their organizations further.

Literature

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