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Managing Organizational Change

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Introduction

THE word "change" is very pervasive. It permeates all aspects of life. The word 'change' has been the most obvious promise of political candidates during their elections both at local and national levels. 'Change' is among the most frequently used words on the business pages of every newspaper in the world. The combinations of global competition, computer-assisted manufacturing methods and instant communications which are all products of the globalization process have implications more far-reaching on business organizations which necessitate change.

Change has attracted many definitions by different scholars. Smith (1968) view change in terms of moulding and modification of learnt patterns of behaviour. David (1964) sees it as social change, as alterations that occur in social organizations especially in the structure and function of society. Ekpo-Ufot (1988) defines change as a modification or alteration of the status quo of a phenomenon. Adeleke, Ogundele and Oyenuga (2008), cited in Ogundele (2012), consider change as modification of current form or state of an organization or institution, which results in a different form or state of the organism or institution concerned. Cole (1996) defines change as altering or varying or modifying something. Change from the foregoing definitions literarily involves transformation from the present state or level to a different state or level. It involves shedding the old garment and wearing a new one. Thus, many scholars, Gibson, Ivancevich & Donnelly (1997), Ogundele (2012) and Cole (1996) see organizational change in terms of organizational development. Hellriegel, Jackson and Slocum (1999) see organizational change as a product of innovation. Innovation of any type is likely to require organizational change since change is the transformation in the design or functioning of an organization.

Conceptual Framework

The organizational development perspective sees organizational change as a planned systematic programme initiated by the management and designed to make the organizations more effective through the use of methods that are designed to change knowledge, skills, attitudes, and behaviours' (Ogundele (2012); Gibson, Ivancevich and Donnelly (1997).

Thus, if an organization creates or adopts a substantially new method of production – for example, implementing the innovation is likely to require major organizational change. However, successful companies understand that change may be needed even in the absence of significant innovation. Unsatisfactory performance of the organization could also necessitate change. So innovation and change respond to one another. A shortage of qualified employees may lead an organization to change its human resources management system in order to attract more jobs to employees. Similarly, pressure from environmentalists may lead to a change in material acquisition processes or even to creation of new ways of managing your waste.

Forces of Change

An organization can only perform effectively through interactions with the broader external environment of which it is a part. Hence, its structure and function must reflect the nature of the environment in which it operates. To a large extent, the environment in which an organization operates tends to exert a need for organizational change. According to Adler, Rosen and Silverstein (1998), causes of change include change in technology, intense competition, change in customer demand, changing demographic profile, privatization of public enterprises, and shareholders' demand. Other forces of change include those that originate from within the organization itself like the deterioration of buildings, equipment and machinery and obsolescence of skills and abilities of workers. However, changes within the organization can be managed. On the contrary, uncertain economic conditions like the global financial and economic meltdown of 2007-2009, government policy and intervention in industry, scarcity of natural resources, etc create an increasingly volatile environment. Thus, the main pressure for change is from external forces and organizations must be ready to brave the demands of a changing environment.

Why Organizations Need to Change

Many factors force organizations to change. The factors range from economic conditions – both locally and internationally – challenges of growth (especially global markets), technological changes, competitive pressures including mergers and acquisitions, customer pressure, government legislation to resource availability and people. Local and global economic conditions in the last three decades have made organizations to realize how vulnerable markets can be to the inflow and outflow of capital. In Nigeria, government revenue dwindled before the advent of the Second Republic, necessitating several economic policies/measures. This economic situation prevailed even when Ibrahim Babangida's junta took over government in 1985, which eventually led to the adoption of several crucial policies and measures. A number of factors have influenced organizational change. Below are some of them.

Structural Adjustment Programme (SAP): This programme has changed organizational management practices over the years, as organizations are now becoming more pro-active than ever. The Third Republic witnessed a lot of unexpected revenue to the government and organizations too were affected, which resulted in the abysmal performance of many.

Technological Change: This has greatly affected organizations in recent years. Technology has affected the way organizations operate and communicate. Technology is the driving force of globalization and no organization can afford to be indifferent to its effect, else it will be swept under the carpet. Thus, organizations are adapting and adopting this change.

The Challenges of Growth Especially Global Markets have Made It Mandatory for Organizations to Change: The world is increasingly coming together to become a global village as countries are making frantic effort to deregulate their economies. The Nigerian government since 1999 has dissipated more energy on deregulating the economic system to be in consonance with what is going on across the globe. This has increased the market opportunities for industries – be it service-or product-oriented industries. As such, organizations are under pressure to change.

There is Increased Pressure from Customers or Consumers of Organizational Products: Everybody (customers and consumers) wants value for their money. Organizations cannot afford to be unresponsive. That is why Nigerian banks now appoint marketers to look for prospective customers and equally float several products to attract customers to them. This is unlike the arm-chair banking system that used to be in operation before 1999. As it is happening in the banking sector, so is it in other organizations in the country.

Government Policies: also make it mandatory for organizations to change. The government policy banning importation of some products in the last ten years has made some domestic organizations producing such products to see the need for change. The recapitalization policy of the government for the banks and insurance companies in the country has changed the financial system drastically and participants in this industry have appreciated the need for change.

Resource Availability or Non-Availability: This factor has also pressurized organizations for a change. When wheat importation was banned in Nigeria in the 1990's, the flour mill industry saw the need to change in order to keep afloat. Many of these organizations resorted to farm plantation to produce wheat locally, while others resorted to alternative materials to wheat such as cassava to produce their products. So, as resources become scarcer, organizations have to change. If finance or human resource is scarce, an organization has to devise a means of survival, which is change.

People: The human resources also exert pressures on organizations to change.

As people's education improves and become more aware of their power, they are influencing governments to introduce more legislation to protect employees at work. Labour union pressure contributed to standardizing working conditions and remunerations in organizations in Nigeria. Many privileges such as leave allowance end-of-the-year bonus, sick leave and the likes were institutionalized through the efforts of labour unions? In summary, one could see that it is the organization's environmental factors, both internal and external that put pressure on organizations to change.

Change Agents

Tichy and Hoernstein (1995) consider change agents as elements that are responsible for bringing about change in the individual's behavioural patterns. Since human behaviour is such a volatile and complex phenomenon, changing it will require a number of strategies for the desirable response to be achieved in the human activity areas targeted. Tichy and Hoernstein have identified four types of change agents.

(1) *Outside Pressure:* These are pressures from the external environment and are directed towards change in the entire organization. Government interventions in the area of health or safety defects, government policies banning certain importation of products in the country, etc. are examples in this line.

(2) *Internal Organizational Development:* This can come slowly through and within an organization itself and includes redefinition of goals as well as participative goal setting. Instances are development fostered through management by objectives (MBO), work redesign, team development, etc.

(3) *Individual Change:* This involves modifying or improving the behaviour of workers whereby personal goals may be better served with a changed environment of the organization. For example, the Fashola administration in Lagos State compelled civil servants in the state to resume work punctually and close work at the right time.

(4) *Change from Central Management:* Change may come from top management that is convinced about its necessity. It may thereby direct the structural, strategic or technological changes that could benefit the organization and its members.

According to Shaskin and Williams (1984), the change agent may be in the form of a consultant who helps clients to find solutions to organizational problems; or it may be a trainer who trains a client's workforce to achieve a set of skills that could be used in bringing about the change needed for optimal outcomes. Shaskin and Havelock (1983) identify the characteristics of successful change agents as shown on Table 1.

Table 1: Characteristics of Successful Change Agents

(1)	Hemophily	This is the degree of closeness and similarity between the change agent and the client. The easier and more successful the change process becomes.
(2)	Empathy	It is about the understanding of feelings, emotions and thoughts between the change agent and his client which leads to improved communication.
(3)	Linkage	It refers to the collaboration between the change agent and the client; the tighter the linkage, the better.
(4)	Proximity	The change agent and the client should have easy access to each other.
(5)	Structuring	When all the necessary activities related to change are well planned, then implementation becomes easier.
(6)	Capacity	This is the ability of the organization to provide the resources needed for successful organizational development.
(7)	Openness	The degree of openness between the change agent and the client will affect the outcome of the programme.
(8)	Reward	The greater the potential for rewards, the more determined the efforts of workers in making or supporting the required change.
(9)	Energy	This refers to the amount of effort put into the change process.
(10)	Synergy	This refers to the community of support, resources, people, energies and activities put together for the implementation of organizational change.

Source: Shaskin and Havelock (1983).

Process of Organizational Change

Usually, organizational change may be classified into two – planned and unplanned. When an organization's change is unplanned, it usually brings chaos as it destabilizes the organizational set up. The organization strives to minimize the intensity of the chaos by imposing some order on the change process through continuous environmental scanning. Planned change, however, is more orderly as the organization is prepared for it and the necessary things that would enhance its success are put in place (such as structure, awareness and appropriate communication, amongst others). Planned change usually follows the stages below (it may not however follow sequentially but the steps constitute the basic components of a planned change process).

(i) Assessing the Environment: organizations are aware of the need to scan the environment for necessary information that may signal the need for change. The environment would signal the degree and rate of change required by any operator there. The environmental factors that are mostly responsible for stimulating organizational change are customers, technology, competitors, workforce and, of course the, ever dynamic economic environmental factors and the globalization process.

(ii) Determining the Performance Gap: Immediately the necessary information about the environment has been obtained, what follows is the

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determination of the performance gap. A performance gap is the difference between what the organization wants to do and what it actually does. When a performance gap is noticed in the area of customer satisfaction (be it quality wise or product price), this suggests trouble and the need for change.

(iii) Diagnosing Organizational Problems: Diagnosing the organizational problems follows immediately after the determination of the performance gap. This is to identify the nature and extent of problems before taking action. Many organizational problems can be traced to various causes and as such various perspectives need to be considered to solve them. Using a variety of information techniques such as attitude survey, conferences, informal interviews and team meetings would be helpful in gaining insights from people with varying perspectives. Consultants could also be used to diagnose organizational problems.

(iv) Identifying Sources of Resistance and Reducing Them: Every manager should foresee possible resistance by employees and even the entire organization, to the incoming change; consequently, it should prepare to overcome this. Resistance can be as a result of fear, vested interest, misunderstanding, and a different assessment of situations, among others. It is the duty of the manager to pre-empt all these and proffer necessary strategies to minimize resistance. Resistance to change will never disappear completely but managers have to devise means of overcoming its negative consequences. To manage resistance, managers should educate and communicate information accordingly to the participants in the change, especially when resistance is based on inadequate or inaccurate information and analysis and when the resisters are the ones who must carry out the change.

Another way of coping with resistance to change is through participation and involvement. There is low resistance to change when people, especially the employees to implement the change, are involved in the identification of change and proposition of the change process. Also, if someone is going to lose substantially when a change is adopted, then the managers can adopt a negotiation strategy or co-optation of prominent personalities that would likely resist. Co-opting them will enhance their endorsement of the change and to a great extent minimize their resistance. The co-optation method needs to be used with caution because if it is discovered that employees have been tricked, it may further aggravate the resistance.

(v) Setting Goals or Objectives: This is one drop that will allow planned change to produce positive results. The goals should be realistic, attainable, clear and measurable.

(vi) Implementing and Following up the Change: The next step in planned organizational change is to select and implement the change after goals or objectives have been set. Then follow-up the change. Follow-up involves monitoring results to ensure that the change process has been successful. This monitoring exercise should be continuous or at a predetermined interval.

As stated earlier, the order of these steps may not be sequential, but they need to be taken once a decision to undertake change has been made.

Approaches to Organizational Change Management

It should be noted that almost all people are nervous about change; many will resist it consciously or subconsciously. This may be as a result of the perceived fear or any other reason that the change will have a negative impact on them. In many cases, however, the target population for the change may come to realize that the change is for their good. Coping with change has been a fundamental survival issue for millennia. Human beings have consequently evolved a remarkable mechanism for adapting to the changes and the trauma that usually follow it. Small changes can be overcome by learning while larger changes may challenge organizational identity, held values, norms and beliefs. It needs to be noted, generally, that managing change is always an uncertain task and the rate of its uncertainty is ever increasing, particularly with the advent of the Internet, the rapid employment of new technologies, new ways of doing business and new ways of conducting one's life. To reduce this uncertainty, therefore, managers need to paint different scenarios that would anticipate several alternative outcomes to a particular change.

To make change management effective, it is important that the target population or participants who will implement the change be involved in the change process. This will make them more supportive of the change. The cynical view is that they should be made to feel that they are part of the process. In fact, their active participation is likely to add to the quality of the solution. According to Europe Advisory Group (2004), successful transformation (change) will only be possible with the full commitment and engagement of all stakeholders.

The following change management styles may be appropriate:

(a) *Collaborative Method:* This is in line with what has been previously discussed, where the target population is engaged in the change process, typically through cascading workshops or meetings. They will be kept up to date on issues. Their views will be actively sought and acted upon. Feedback will demonstrate how their input has been acted upon.

(b) *Consultative Method:* The target population is informed about the anticipated changes and their views are sought.

(c) *Directive Method:* The workforce is informed about the changes and why those changes are important and the need to adjust accordingly.

(d) *Coercive Method:* The change is adopted and the workforce is simply told to obey the new instructions.

Managers have access to power and can use their power to coerce non-managers to change in the direction they desire. Managers can use power through their control over reward and sanctions. They can determine the conditions of employment including promotions and advancement. Consequently, through their access to these bases of power, managers can bring to bear considerable influence on an organization. It should be noted that collaborative and consultative methods have proved more effective in managing change and attract less resistance than the coercive and directive styles. The coercive and directive styles would be more appropriate if the change not so significant and all-embracing in the organization, such as changing of codes or letterhead paper format. Irrespective of the method adopted, the fundamental tool of change management is communication. Communication has two main purposes in change management –

(i) It conveys important information that the audience needs to know.
(ii) It promotes the art of organizational change.

Tactics for Managing Resistance to Change

Managers may use a number of tactics to deal with resistance to change. These include education, communication, participation, facilitation and support, negotiation, co-optation, coercion and manipulation. However, it should be pointed out that manipulation and coercion, even though they have their obvious short-term benefits, also have their long-term drawbacks. A study in a clothing factory identified certain potent strategies for managing resistance to change:

(1) Leadership.
(2) Willingness for the sake of the group.
(3) Right timing of change.
(4) Simplicity.
(5) Clear definition of what is not.
(6) Involvement of informal leaders.
(7) Existence of formal avenues of appeal.
(8) Availability of distributive justice to correct inequities and make amends.

There have been various models of change proposed by various authors or scholars, but three contrasting ones authored by Lewin, Beer and Shaw would be discussed in this chapter one after the other.

Lewin's Model (1947)

This model considers that change involves a move from one static state of activity to another static one. The model is premised on the assumptions contained in Ogundele (2012), viz:

(i) Change process involves learning something new and unlearning something that is well integrated into the personality and social relationships of individuals.
(ii) No change will occur unless there is motivation to change.
(iii) Organizational changes occur only through individual changes in key members of the organization.
(iv) Most change involving attitudes or values is initially inherently painful and threatening.

(v) Change is a multistage cycle, and all stages must be negotiated before a stable change can be said to have taken place.

Lewin specifically considers a three-stage process of managing change: unfreezing, changing and re-freezing. The first stage involves creating a level of dissatisfaction with the status quo which creates conditions for change to be implemented. This is what Ogundele (2012) describes as creation of motivation to change; Schein (1983) says this creation of motivation to change must spur the individual to feel motivated to unlearn present behaviour or attitudes. The second stage requires organizing and mobilizing the resources required to bring about the change. This may involve developing new attitudes and behaviours on the basis of new information and cognitive redefinition. The third stage involves embedding the new ways of working into the organization.

Beer's Model (1985)

Beer and Colleagues advocate a model that recognizes that change is more complex and therefore requires a more complex, albeit still uniform, set of responses to ensure its effectiveness. They prescribe a six-step process to achieve effective change. They concentrate on "task alignment', whereby employees' roles, responsibilities and relationships are seen as key to bringing about situations that enforce changed ways of thinking, attitudes and behaving. The six steps are:
(i) Mobilize commitment to change through joint diagnosis.
(ii) Develop a shared vision of how to organize.
(iii) Forster consensus, competence and commitment to shared vision.
(iv) Spread the word about change.
(v) Institutionalize the change through formal policies.
(vi) Monitor and adjust as needed.

Shaw's Model

In this model (and with some other more recent models), Shaw sees change as both complex and evolutionary. The starting point for the model is that the environment of an organization is not in equilibrium. As such the change mechanisms within organization tend to be "messy" and to a certain extent operate in reverse to the way outlined by Lewin. It is not appropriate to consider the status quo as an appropriate starting point, given that organizations are not static entities. Rather, the forces for change are already inherent in the system and emerge as the system adapts to its environment.

Why Some Change Management Efforts Fail

A lot of change management efforts fail because of certain unresolved issues relating to the organization and individual resistance to change. Under the organizational issues, an organization does not usually take into consideration the individual change initiatives as part of a wider coherent change plan. For example, when considering linkages between strategy, structure and system issues, if there is no consideration to introduce new systems to support such structure, it will most lead to a likely failure of such structure. Also, lack of effective project management can lead to slippages in timing and in achievement of desired outcomes that will ensure that the projects are completed as planned.

Poor leadership skills can also impact negatively on the effectiveness of any change initiative. Poor communication has been linked to poor change management efforts. Ineffective leadership has also been identified as an inhibitor of effective change management. At the individual or group level, resistance to change by an individual or group has been identified as one of the reasons why some change management efforts fail. Resistance to change can be defined as an individual or group engaging in acts to block or disrupt an attempt to introduce a change. This may take different forms, from subtle undermining of change initiatives and withholding of information to active resistance – for example, via strikes: There are two broad types of resistance to change:

(i) Resistance to the content of change – for example, to a specific change in technology, or the introduction of a particular reward system.
(ii) Resistance to the process of change. This concerns the way change is introduced rather than the object of change per se – for example, management re-structuring jobs without prior consultation of affected employees.

Thus, management should be aware of these different criteria and ensure they respond appropriately.

What can be Done to Make Change Management More Effective?

From the issues raised in the previous section, it can be seen that change is complex and does not have a single solution. However, a number of key areas of focus emerge. Effective leadership is a key enabler as it provides the vision and the rationale for change. Different styles of leadership have been identified, such as coercive, consultative and collaborative. These different styles may each be appropriate depending on the type and scale of change being undertaken. For example, where there is a large-scale organization, wide change of directive style has been identified as most effective. Appropriate and timely training is frequently identified as key to effective change. Examples of training requirements might include:

- Project and programme management skills to ensure change initiatives are completed both on time and to budget.
- Change management skills, including communication and facilitation.
- Leadership coaching.

Organizational development is one approach or intervention used when trying to bring about change oriented to improving organizational effectiveness. A two-way communication with employees and their active involvement in implementation has also been identified as a key enabler of change. Active participation is one suggested means of overcoming resistance to change.

However, research has indicated that part of the communication or participation issue might arise from a potential mismatch between what the employer and employee opinions are regarding levels of communication.

Finally, linking all the changes agenda within an organization in a coherently manner, rather than completing changes in isolation, is vital to ensuring that change effectiveness is maximized. Research has identified seven areas of activity that make successful change happen: the 'seven c's of change':

- Choosing a team.
- Crafting the vision and the path.
- Connecting organization-wide change.
- Consulting stakeholders.
- Communicating.
- Coping with change.

Resistance to Change

Change, no matter how beneficial, is generally resisted and is always difficult to carry out. As Lawrence and Lorsch (1967) and Ross (2000) note, man prefers to proceed with known methods rather than change to new ones where the outcomes may not be so certain. However, change will be easier to make and adjust to if the potential rewards after the change are sufficiently attractive. Since change must occur as a result of the dynamic nature of the human environment, the reasons for resisting change must be studied carefully and addressed. Toffler (1970) identifies a number of reasons that account for resistance to change. They are:

(i) ***Insecurity:*** Change scares people. Individuals are afraid of losing the security they have for the promise of an unknown future.

(ii) ***Misunderstanding and lack of trust:*** This occurs when there is a lack of trust in the change initiator-employee relation.

(iii) ***Lack of proper communication:*** If the need for the change is not communicated to those who would be affected on time and in an acceptable manner, it can lead to stiff resistance.

(iv) ***Rapidity and extent of change:*** The nature of the change, whether minor or drastic, will determine the resistance level of employees.

(v) ***Group resistance:*** This is resistance that stems from herd instinct. Employees resist change in this sense because the groups they belong to are not in support of it.

(vi) ***Emotional turmoil:*** This arises when employees are emotionally not prepared for the change that is about to take place.

(vii) ***Loss of power and control:*** When change is to reduce the power base of certain individuals and groups, it can lead to resistance.

(viii) ***Selective perception:*** When the perception employees or a group has about the change process is negative, it will lead to resistance.

(ix) ***Habit:*** Change of habits may lead to frustration and resistance.

(x) *Economic implications:* When change directly or indirectly reduces the pay or other rewards of employees, they will resist it.
(xi) *Security in the past:* Some people may be comfortable with the status quo and may feel threatened when a proposed change programmed seems to alter it.
(xii) *Fear of the unknown:* Change confronts people with the cause to have anxiety.
(xiii) *Investment in resources:* Since change often requires large resources, which may not be available, resistance may greet efforts made to raise resources to implement a change programme.
(xiv) *Past contracts and agreements:* For example, unimplemented agreements entered into by an employer association with a trade union may frustrate any attempt for future change.

Nigeria's Experience of Change Management

Today, thousands of organizations around the world are involved in efforts to adopt one or more innovative management approaches for the purpose of changing, transforming, renewing or re-inventing themselves. Each organization can choose from a large and increasing array of renewal menus: TQM, re-engineering, BPR, ISO 9000, business excellence models, bench marking, right as well as down-sizing, delayering and others. Within each national boundary, as well as with each main transformation strategy, there are also a number of options. As organizations strive to transform themselves, an emerging fact is that, less than half of these efforts often succeed (Kotter, 1996; Anad, 1996). In the Nigeria context, experiences in providing consultancy support for some of such efforts over the years and familiarity with several other cases show that the success rate is even lower (Iyayi, 2000). The failure of a transformation effort always has major consequences not only for the organization, but perhaps more importantly for the transformation strategy itself. For the organization, these consequences often include reduced effectiveness, wasted resources, employee cynicism, dampened employee morale, loss of integrity for those leading the effort, as well as a reduced ability to confront and compete in the environment for needed resources and support. More damaging, however, are the effects of failure on the transformation strategy which may come to be perceived as the sources of problems (Iyayi 2000).

The basic questions we shall seek to answer are: what do organizations need to do to sustain innovative management systems? What are the conditions for the sustainability of organizational changes or renewal of transformation efforts? To adequately answer these questions, we find it necessary to acknowledge and agree with the observation that, there are at least four psychological steps (4Ds) involved in every effort aimed at change and improvement whether at the individual, group or organizational level. Studies and consultancy services in the Nigerian context (Iyayi, 2001; Akerele and Adebayo, 2001) suggest that organizations should not wait for a looming catastrophe before thinking of change. As Unilever Nigeria Plc found out, it was almost too late; Berec Batteries Plc went under because it did not respond early to the waning signals. It means that organizations should be able to identify the reasons for new possibilities to design a comprehensive programme and inform all members of staff about the needs and objectives of the change. In highly competitive industries or in periods of fundamental changes, imitative change may be necessary. In an industry with recognized leaders, change initiated by one or more leaders may trigger off similar changes in the other organizations in the industry. In an oligopolistic industry, such imitative changes are most likely. That is why Guinness and Nigerian Breweries enter each others' territory – for example, when Guinness entered the larger beer territory, Nigerian Breweries forayed into the stout area and both are yet in the similar beverages business. Organizations can take steps to make necessary changes in order to remain relevant and competitive.

In the Nigerian society's cultural context, advance information should be given to employees. Changing employee attitude and sending them for training may not be enough for ensuring effective organizational change. Purposeful and careful planning is required while commitment in implementation is necessary to guarantee success. Organizations are also strongly advised to spread the change exercise over a period long enough to allow the new status quo to be internalized. The period of refreezing should be enough to make the newly learned behaviours part of the system. The organization will be able to demonstrate, by the action of the leadership, that the changes are for real. The employees could then take the cue and confidently adopt the new system. Finally, the areas of change show that organizations represented are rapidly modernizing in their computerization. The millennium bug or the year 2000 problem and the recent advances in information technology have become so important that one of Nigeria's leading newspapers, *The Guardian,* devotes every Tuesday publication to feature articles, news and discussions on computer technology. Computerization sets off changes in organizational structure, size, staff benefits, work environment and the way people work, as evidenced by the responses.

Nigerian organizations must anticipate the consequence of change in one key area or other of the system. The organization is a system and no part is isolated from the others. It is instructive that, on average, the organizations represented in our study indicate change in about five areas. Planning for change must anticipate parallel changes in other areas that were not the original foci of the change.

Perhaps what these Nigerian studies and consultancy cases show is the need for more elaborate studies of change in Nigerian organizations. Since the early 1990s, Nigerian Breweries, Guinness, Cadbury, John Holt, First Bank and a host of other companies in insurance, oil and manufacturing have experienced change in their organizations. However, there was catastrophe in the banking system. What were the attendant changes? Did anyone anticipate the changes? How did it affect those that anticipated and those that did not anticipate it? What of those companies that have gone into extinction? Are there any lessons to be learned? These are the nature and process of change in organizations. They guide consultants and other change agents in planning for change. It may be that the need for more studies is the main contribution this effort would have made to strategic research in the country (Akerele and Akerele 2000).

Concerning the problems associated with change, there is no denying the fact that they have relevance in the Nigerian context. For example, the problem of lack of relevant information is a serious one in the country. Added to this is culturally determined resistance to change and the lack of interest in obtaining feedback. In the management of change in Nigeria, it should be stated that the most commonly used method in this country is that of coercion. This is so both in private organizations and in the public ones, irrespective of the levels of the organizations being considered.

Multiple Choice Questions

(1) Change can be defined more correctly as __________ (a) modification of learnt behavior (b) transformation from present state to different state (c) organizational transformation, modification and innovation.

(2) An organization performs more effectively through __________ (a) interaction with internal environments (b) broader external environments (c) only customer demand (d) demographics environments.

(3) Three types of change agents include __________ (a) outside pressure, organizational development, products development (b) outside pressure, individual change, central management (c) climate, consultant, policy.

(4) Three characteristics of successful change agents are __________ (a) synergy, reward and capacity (b) empathy, beauty (c) Linkage, proximity, distance.

(5) Three factors that pressure organizational change are __________ (a) global markets, technological changes competition (b) mergers/acquisition, language, customers (c) government legislation, resource availability and agriculture.

(6) Planned change follows three processes including __________ (a) environment assessment, performance gap, problem diagnoses (b) identify sources of resistance, set goals/objective implement/ control (c) all of the above.

(7) Approaches to organizational change management include __________ (a) understanding target population, assess their attitudes (b) use knowledge for direction, involve authorities (c) all of the above.

(8) Change management styles include __________ (a) collaborative and consultative methods (b) a and c (c) directive and coercive methods.

(9) Shaw's model sees change as __________ (a) evolutionary (b) complex (c) both evolutionary and complex.

(10) Change management efforts can fail from __________. (a) weak leadership skills (b) lack of effective project management (c) weak leadership, and ineffective project management resistance to content and process of change.

Answers

1 (c), 2 (A), 3 (B), 4 (A), 5(A), 6 (C), 7 (C), 8 (B), 9 (c), 10 (C).

Theory Questions

(1) Give a comprehensive definition of change. Explain three main factors that may inform major organizational change.
(2) Identify and discuss five major forces of change.
(3) What is a change agent? Identify and discuss in detail any four types of change agent you are familiar with.
(4) Identify and discuss two main approaches to organizational change management and two models of change.
(5) Why do some change management efforts fail? Explain what can be done to make change management more effective.

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