# Diversity Management, Managing Change and future challenges

Dr. Piumi Perera
Department of Sports Science
Faculty of Applied Sciences
University of Sri Jayewardenepura

# Managing Change

## The change process

- Conceptually, the change process starts with an <u>awareness of the need for change.</u>

An analysis of this situation and the factors that have created it leads to a diagnosis of their distinctive characteristics, and an indication of the direction in which action needs to be taken. Possible courses of action can then be identified and evaluated, and a choice made of the preferred action.

- It is then necessary to decide how to get from here to there. <u>Managing change</u> during this transition state is a critical phase in the change process.

The problems of introducing change emerge and have to be managed. These problems can include resistance to change, low stability, high levels of stress, misdirected energy, conflict and loss of momentum. Hence the need to do everything possible to anticipate reactions and likely impediments to the introduction of change.

- The installation stage (Implementation Stage) can also be painful.

When planning change there is a tendency for people to think that it will be an entirely logical and linear process of going from A to B. It is not like that at all. As described by Pettigrew and Whipp (1991), the implementation of change is an 'iterative, cumulative and reformulation-in-use process'.
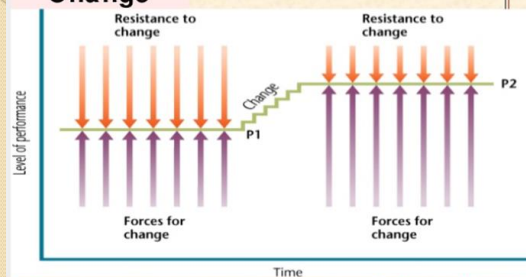
## Change models

- Change models are those developed by

  ➢ Lewin (1951)

  ➢ Beckhard (1969)

  ➢ Beer *et al* (1990)



Lewin's Force-Field Theory of Change

Organisational change occurs when:
- forces for change strengthen
- restraining forces lessen, or
- both processes occur simultaneously

## Change Model of Lewin (1951)

The <u>basic mechanisms</u> for managing change set out by Lewin are:

- 1. *Unfreezing* – altering the present stable equilibrium which supports existing behaviours and attitudes. This process must take account of the inherent threats change presents to people and the need to motivate those affected to attain the natural state of equilibrium by accepting change.

- 2. *Changing* – developing new responses based on new information.

- 3. *Refreezing* – stabilizing the change by introducing the new responses into the personalities of those concerned.

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- Lewin also suggested a methodology for analysing change which he called 'field force analysis;

1) Analyse the restraining (preventing) or driving forces that will affect the transition (conversion) to the future state. These restraining forces will include the reactions of those who see change as unnecessary or as constituting a threat.

2) Assess which of the driving or restraining forces are critical.

3) Take steps both to increase the critical driving forces and to decrease the critical restraining forces.

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## Change model of Beckhard (1969)

According to Beckhard, a change programme should incorporate the following processes:

1. Set goals and define the future state or organizational conditions desired after the change.

2. Diagnose the present condition in relation to these goals.

3. Define the transition state activities and commitments required to meet the future state.

4. Develop strategies and action plans for managing this transition in the light of an analysis of the factors likely to affect the introduction of change.

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## Change model by Beer *et al* (1990)

Michael Beer and his colleagues suggested (in a seminal *Harvard Business Review* article 'Why change programs don't produce change',) that most such programmes are guided by <u>a theory of change</u> that is fundamentally flawed (imperfect).

This theory states that changes in attitudes lead to changes in behaviour.

According to this model, change is like a conversion experience.

Once people get religion, changes in their behaviour will surely follow.'

They believe that this theory gets the change process exactly backwards, and commented:

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They prescribe six steps to effective change, which concentrate on what they call 'task alignment' – reorganizing employee's roles, responsibilities and relationships to solve specific business problems in small units where goals and tasks can be clearly defined.

The aim of following the overlapping steps is to build a self-reinforcing cycle of commitment, coordination and competence.

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1. Mobilize commitment to change through the joint analysis of problems.

2. Develop a shared vision of how to organize and manage to achieve goals such as competitiveness.

3. Foster consensus for the new vision, competence to enact it, and cohesion to move it along.

4. Spread revitalization to all departments without pushing it from the top – don't force the issue, let each department find its own way to the new organization.

5. Institutionalize revitalization through formal policies, systems and structures.

6. Monitor and adjust strategies in response to problems in the revitalization process.

## Resistance to change

People resist change because it is seen as a threat to familiar patterns of behaviour as well as to status and financial rewards. Joan Woodward (1968) made this point clearly:

*"When we talk about resistance to change we tend to imply that management is always rational in changing its direction, and that employees are stupid, emotional or irrational in not responding in the way they should. But if an individual is going to be worse off, explicitly or implicitly, when the proposed changes have been made, any resistance is entirely rational in terms of his own best interest. The interests of the organization and the individual do not always coincide".*

However, some people will welcome change as an opportunity. These need to be identified, and where feasible they can be used to help in the introduction of change as change agents.

## Main reasons for resisting change

- the shock of the new – people are suspicious of anything that they perceive will upset their established routines, methods of working or conditions of employment;
- economic fears – loss of money, threats to job security;
- inconvenience – the change will make life more difficult;
- uncertainty – change can be worrying because of uncertainty about its likely impact;
- symbolic fears – a small change that affects a treasured symbol, such as a separate office or a reserved parking space, might symbolize a larger one, especially when employees are uncertain about how extensive the programme of change will be;
- threat to interpersonal relationships – anything that disrupts the customary social relationships and standards of the group will be resisted;
- threat to status or skill – the change is perceived as reducing the status of individuals or as deskilling them;
- competence fears – concern about the ability to cope with new demands or to acquire new skills.

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### Possible ways of dealing with resistance (Kotter & Schlesinger)

- education & communication
- participation & involvement
- facilitation & support
- negotiation & agreement
- manipulation & co-optation
- explicit and implicit coercion

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## Implementing Change

### Kotter's 8-Step Change Model
**Implementing Change Powerfully and Successfully**

8 – Incorporate changes into culture
7 – Never let up
6 – Generate short-term wins
5 – Empower broad-based action
4 – Communicate the vision for buy-in
3 – Develop a change vision
2 – Create a guiding coalition
1 – Establish a sense of urgency

You may visit the following url for further information
https://staff.napier.ac.uk/services/hr/workingattheUniversity/LandD/organisational-hange/support/building-your-resilience/Pages/Kotter%27s-8-Step-Change-Model.aspx

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### Step 1: Create urgency

For change to happen, it helps if the whole team really understand the need for it. Develop a sense of urgency around the need for change. This may help you spark the initial motivation to get things moving. Open an honest and convincing dialogue about what's happening in the organisation. If many people start talking about the change you propose, the urgency can build and feed on itself.

### Step 2: Form a Powerful Coalition

Convince people that change is necessary. This often takes strong leadership and visible support from key people within your organization. Managing change isn't enough – you have to lead it.

You can find effective allies and supporters throughout your organisation – they don't necessarily follow the traditional hierarchy. To lead change, you need to bring together a coalition, or team, from a variety of sources.

Once formed, your "change coalition" needs to work as a team, continuing to build urgency and momentum around the need for change.

### Step 3: Create a Vision for Change

A clear vision can help everyone understand why you're asking them to do something. When people see for themselves what you're trying to achieve, a change of direction will make more sense.

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### Step 4: Communicate the Vision

What you do with your vision after you create it will determine your success. Your message will probably have strong competition from other day-to-day communications across the University so you need to communicate it frequently and powerfully, and embed it within everything that you do. Consider communication plans, key messages and the use of different channels of communication.

Don't just call special meetings to communicate your vision. Instead, talk about it every chance you get. Use the vision daily to make decisions and solve problems. When you keep it fresh on everyone's minds, they'll remember it and respond to it.

It's also important to "walk the talk." What you do is far more important – and believable – than what you say. Demonstrate the kind of behaviour that you want from others.

### Step 5: Remove Obstacles and encourage broad based action

If you follow these steps and reach this point in the change process, you've been talking about your vision and building buy-in from all levels of the organization. Hopefully, your team wants to get busy and achieve the benefits that you've been promoting.

### Step 6: Create Short-Term Wins

Nothing motivates more than success. Give your team a taste of victory early in the change process. Within a short time frame (this could be a month or a year, depending on the type of change), you'll want to have some "quick wins" that your team can see. Without this, scepticism may impede your progress.

Create short-term targets – not just one long-term goal. You want each smaller target to be achievable, with little room for failure. Your change team may have to work very hard to come up with these targets, but each "win" that you produce can further motivate the entire team.

### Step 7: Build on the Change and never let up

Kotter argues that many change projects fail because victory is declared too early. Real change runs deep. Quick wins are only the beginning of what needs to be done to achieve long-term change.

Each success provides an opportunity to build on what went right and identify what you can improve and share new and different ideas.

### Step 8: Anchor the Changes in Culture

Finally, to make any change stick, it should become part of the core of your organization. Your culture often determines what gets done, so the values behind your vision must show in day-to-day work.

Make continuous efforts to ensure that the change is seen in every aspect of your organization. This will help give that change a solid place in your organization's culture.

It's also important that your key stakeholders continue to support the change. This includes existing staff and new leaders who are brought in. If you lose the support of these people, you might end up back where you started.

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# Managing diversifies work force

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## 2. Managing diversifies work force

Diversity refers to characteristics of individuals that shape their identities and the experiences they have in society.

(Certo and Certo, 2010)

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## Advantages of Diversity

- Gaining and keeping market share through enhancing creativity
- Can lead to better decisions
- Can create highly effective teams under the right conditions
- Multicultural teams work better when they are working on tasks that require innovation

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## Role of a manager in promoting diversity

Managers play an essential role in tapping the potential capacities of each person within their departments.

This task requires competencies that are anchored in the four basic management functions.

(Certo and Certo, 2010)

## Challenges that managers face when working with diverse work group

1. Changing Demographics

According to a report done for the US department of Labour by the Hudson Institute, there are Five demographic issues important for managers in 21ˢᵗ century.

a. The population and workforce will grow more slowly than at any time since the 1930s.

b. The average age of population and the work force will rise, and the pool of young workers entering the labour market will shrink.

c. More women will enter the workforce

d. Minorities will make up a large share of new entrants into the labour force

e. Immigrants will represent the largest share of the increase in both the general population and the work force.

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## Potential Problems associated with diversity

- **Perceptual problems**
  - When cultural diverse groups come together, often bring preconceived, erroneous stereotypes with them
- **Inaccurate biases**
- **Inaccurate communication**
- **Attitudinal problems**
  - May cause lack of cohesion resulting in unit's inability to take concerted action or be productive

## Challenges that managers face when working with diverse work group……(Certo and Certo, 2014)

2. Ethnocentrism and other negative dynamics

**Ethnocentrism :** Our natural tendency is to judge other groups less favorably than our own. This tendencies the source of Ethnocentrism, the belief that one's own group, culture, country or customs are superior to others'. The two related dynamics are prejudices and stereotypes.

A **prejudices** is a preconceived judgment, opinion, or assumption about an issue, behavior, or group of people.

A **stereotype** is a positive or negative assessment of members of a group or their perceived attributes.

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- Discrimination: is the act of treating an issue, person, or behavior unjustly or inequitably on the basis of stereotypes and prejudices.

- Tokenism and other challenges : refers to being one of few members of your group in the organization. "Token" employees are given either very high or very low visibility in in the organization.

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- Negative Dynamics and specific groups.

Sex is a biological concept whereas Gender is a much broader concept than sex.

The discussion may include women, minorities, older workers, and workers with disabilities.

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## Strategies of promoting Diversity in organizations

- Homework : Develop your own answer to address the Strategies of promoting Diversity in organizations.

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