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GENERAL MANAGEMENT

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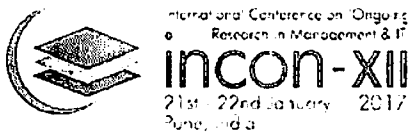

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Change Management: Challenges and it's keys for Success

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Abstract :

Today, managing change within organizations is a very important challenge for the HR professionals. The HRM is based on achievement of goals through corporate strategy and effective management of change within the organization. The emergence of change management as a discipline in it's own right and the ongoing professionalization of change management i.e. the establishment of standards, methodologies, frame works and the ubiquitous toolkit. In short change can be successful when it links people, job satisfaction and productivity within on organization. In this way most of HR professionals are regularly being asked for developing attitudes and personal skills for change implementation as technical understanding of applying the tools for managing change.

This research paper will focus on types and challenges ,importance and drivers of successful change management..

Keywords : *Change Management, Human Resource Management, Challenges.*

Objectives of the Study :

The following are the objectives of the study.

1. To study the concept, importance and types of change management.
2. To study the change management process and types.
3. To evaluate the keys of successful change management.

Research Methodology :

The research paper is an attempt of exploratory study ; it is based on secondary data sources from reference books, magazines, journals, research paper and internet and other published and unpolished data and information.

Introduction :

During this period dynamic business world, when the changes are not managed correctly strains the ability of Human Resource Managers to improve the business of creating the maintaining competitive advantages. However, professionals that practice Human Research need this knowledge , abilities and skills to adapt to organizational change and locate when it is required and how to leverage such opportunities successfully.

Change management is usually defined as set aptitudes and skills an individual is required for successful initiation and implementation of change. Therefore, it is also

considers the applications of change mechanism i.e. training, process, communication and re-designing in the creation of value for the organization. In this way the process of change is driven by strategic considerations that include the need for improving business processes and integrating ways of working.

The present period's environment for business is highly competitive and fastly changing and the organizations that change efficiently with time. Generally, any change to the organization involves the possibility of changing habits e.g. changing the manner which actually work can be done in the organization. So that, after the change, new systems require business organization to learn about need collection of organizational behaviors.

Basic Principles of Change for successful Adoption and Diffusion :-

Change will

- build on current ways of doing things;
- compliment existing values and beliefs and is associated with a manageable risk;
- not to be complicated ; and
- have visible, positive outcome that benefits employees.

Types of Change :

The following are the four types of change.

- **Strategic Changes :-**
  Strategic changes take place when the business direction or the strategy is affected e.g. changing the business strategy from business growth to sustaining the market share.
- **Political Changes :-**
  Political changes in human resources occur primarily due to political reasons of several types i.e. changes that happen on top patronage levels in the government agencies.
- **Operational Changes : -**
  Such changes can affect the way active business operations are conducted and including the automation of a specific business area.
  for instance the operational changes tend to have the highest impacts on the lower organizational levels.

Change Process :

There are an eight step process to transform the organization and avoid the major errors. The change leader needs to :

- **Create a Sense of Urgency :**
  - Support the change publicity.
  - Understand the environment using environment Scans.
  - Communicate the change efforts and the importance.

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- Discuss crises and major opportunities through a SWOT analysis.

- **Communicate the Vision :-**
  - Use every tool possible to communicate the near vision,
  - Link everything that the organization does the new vision.
- **Changes in the organizational culture :**
  - Ensure leadership development and succession.
  - Articulate the connections between the new behaviors and organizational success.
- **Create a vision :**
  - Develop strategies to achieve the vision.
  - Guide change efforts by the vision.
- **Consolidate improvement and produce more change :**
  - Change other systems , structures and policies that don't fit the vision.
  - Ensure new projects and change agents.
  - Don't claim success too early.
  - Hire, promote and develop employees who can implement the vision.
- **Empower others to act on the vision :**
  - Change systems or structures that undermine the vision.
  - Remove obstacles.
  - Encourage risk taking including new ideas, activities and actions.
- **Create a strong change coalition :**
  - Allow for power to direct the change effort.
  - Ensure stakeholders are members of core change coalition.
  - Strengthen group's resolve at periodic off site retreats to encourage openness and challenges their thinking.
- **Systematically Plan and create short term wins :**
  - Create opportunities.
  - Plan for visible performance improvement.
  - Recognize and reward employees who are involved in those improvements.

Challenges of change Management :

The following are the challenges of change management.

- **Planning Challenges :**

Planning challenge is an important change for business and HR managers. Without proper planning organization can not be successful. So it very important to understand this challenger is affected to the organization. In this way change management should also have a particular timeline during which the expected changes are completed.

- **Communication challenge :**

When employees are communicated and informed in advance about possible changes , it brings speculation and ramours into the workplace. In short the feelings of uncertain future creates a challenge for HR to perform successful change management. Without proper communication, channel is disturbed and employees feel they are not