

The management of change or the change management – Controversies for nowadays society

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Abstract: *The management of change or the change management has brought a lot of controversies in nowadays society. That is the reason why we have decided to study this particular matter in our paper.*

Our research starts with the definition and main implications of change to the society in general. Then, the paper presents both the Management of Change and the Change Management with their definitions, characteristics, implications. We have also presented the most common misconceptions of the Management of Change and we have brought several arguments to prove why the change management is needed in an organization.

Key words: Management of Change, Change Management, organization, competitiveness, society, management

Introduction

Each day people are confronted with the need or opportunity to change, which they can even consider a very emotional experience. That is the reason why we have decided to present in our paper the importance of change even if certain types of people

often find change very unsettling. Of course, people there are also people who welcome change and also certain industries and disciplines which have a high concentration of staff that need a strong reliability/dependability personality profile.

In this particular matter, business development potentially includes everything

involved with the quality of the business or the organization which also implicates a strong need to change and to adapt properly to changes.

1. The meaning of change and the relation with the Management of Change or the Change Management

Specialists believe that the most difficult part of management of change is recognizing change. In this particular matter, the most important starting point is clearly defining the notion of “change” for an organization that someone wishes to manage.

That is the reason why the simplest way to present change in an organization is to have a clear image of what change falls

under the MOC process and what sort of changes do not.

There are many definitions of change from many different sources. It is the responsibility of the site leadership to define change in terms consistent with the business interests and any regulatory precedents.

Since every business has different areas of risk exposure and different tolerance of undesired consequences, it is up to each business to assess risk and define its tolerance for uncontrolled change.

In the table bellow we have presented a rage of changes a business may wish to manage (the list does not present all the aspects possible that change might implicate for a business) (*see, in this matter, Table no. 1: Changes a business may wish to manage*):

Table no. 1: Changes a business may wish to manage

1. Addition of new process equipment or critical business system (including software)
2. “Not in kind” replacement of process equipment or parts
3. Modifications or minor additions to process equipment
4. Modifications or minor additions to critical business system (procedural or software)
5. Modifications or minor additions to infrastructure/non-process equipment
6. Changes to process control and/or instrumentation (includes control strategies)
7. Changes in specifications or sourcing of technical MRO
8. Changes in critical process parameter operating limits (outside of ranges specified in standard operating procedures [SOPs])
9. Alterations to safety systems (interlocks, shutdowns, fire or explosion suppression, etc.)
10. Revisions to standard operating procedures (including emergency procedures)
11. Changes in site-level organizational structure
12. Changes to maintenance procedures
13. Changes in raw material/component specifications or sourcing
14. Alterations or new connections to utilities systems (air, electrical, gas, water, steam, etc.)
15. Alterations or new connections to critical data networks
16. Changes to QA procedures or critical test equipment

Of course, in day to day situations, there exist also 'temporary' changes. That is the reason why the concept to apply when implementing MOC refers also to 'temporary' changes. Due to this fact, experience shows that there are really

only permanent changes that are intended to be temporary until they have been restored to original conditions (see, in this matter, Table no. 2: Temporary changes a business may wish to manage – main characteristics).

Table no. 2: Temporary changes a business may wish to manage - main characteristics

<i>Of all of the uncontrolled changes that occur, "temporary" changes are the most pernicious and the most frequent cause of accidents and incidents.</i>
<i>„Temporary“ changes of a controlled system never should be exempted from the MOC process.</i>
<i>Temporary changes could be made to perform routine business.</i>
<i>The right way to deal with temporary changes is to treat the situation as a permanent change, incorporating it into approved procedures with appropriate safeguards.</i>
<i>If something is intended as a non-routine temporary change, treat it as a change.</i>
<i>MOC procedure should ensure that equipment and procedures are returned to their original conditions at the end of a temporary change.</i>
<i>History and prudence would suggest that "temporary" changes should be managed as "permanent" with special attention to the MOC procedure because they present the highest risk to the business.</i>

2. The Management of Change or the Change Management – definitions, characteristics, implications

The most important aspects that should be done when dealing with The Management of Change or the Change Management is

to have a clear image of what this notions mean and what they implicate in any type of organization (see, in this matter, Table no. 3: Definitions and characteristics of the Management of Change (MOC) and of the Change Management and their implications in an organization):

Table no. 3: Definitions and characteristics of the Management of Change (MOC) and of the Change Management and their implications in an organization

Definitions and characteristics of the Management of Change (MOC):	Definitions and characteristics of the Change Management:
<i>OSHA 1910.119 (1) (1) sets the requirements for MOC as: „The employer shall establish and implement written procedures to manage changes (except for „replacements in kind“) to process chemicals, technology, equipment and procedures; and, changes to facilities that affect a covered process.“</i>	<i>Change management is a structured approach to shifting/transitioning individuals, teams, and organizations from a current state to a desired future state. It is an organizational process aimed at empowering employees to accept and embrace changes in their current business environment (http://en.wikipedia.org/wiki/Change_management).</i>

<p>MOC is a process for preventing or mitigating business losses - including degradation of safety, health or environment - as the result of changes made to how you construct, operate, manage, or repair your facility or your processes. MOC makes sense for safety and it makes financial sense.</p>	<p>In project management, change management refers to a project management process where changes to a project are formally introduced and approved (http://en.wikipedia.org/wiki/Change_management).</p>
<p>It is generally known that every business, regardless of legal requirements, needs to control potential losses. That is the reason why MOC, appropriately applied, is an excellent, cost - effective loss prevention process for almost any business.</p>	<p>As a multidisciplinary practice that has evolved as a result of scholarly research, Organizational Change Management should begin with a systematic diagnosis of the current situation in order to determine both the need for change and the capability to change. The objectives, content, and process of change should all be specified as part of a Change Management plan.</p>
<p>MOC addresses only changes to things presently existing. That is why design of new processes or facilities is another issue entirely.</p>	<p>Change Management processes may include creative marketing to enable communication between change audiences, but also deep social understanding about leadership's styles and group dynamics. As a visible track on transformation projects, Organizational Change Management aligns groups' expectations, communicates, integrates teams and manages people training. It makes use of performance metrics, such as financial results, operational efficiency, leadership commitment, communication effectiveness, and the perceived need for change to design appropriate strategies, in order to avoid change failures or solve troubled change projects.</p>
<p>The Management of Change (MOC) implicates in an organization:</p>	<p>The Change Management implicates in an organization:</p>
<p>▶ Helping organizations become exciting places to work, where people work collaboratively, feel valued, and committed to organizational success.</p>	<p>▶ Benefits management and realization to define measurable stakeholder aims, create a business case for their achievement, and monitor assumptions, risks, dependencies, costs, and return on investment, benefits and cultural issues affecting the progress of the associated work.</p>
<p>▶ Developing teams which are energetic, fun to be part of, and where everyone consistently achieves standards of excellence.</p>	<p>▶ Effective Communications that informs various stakeholders of the reasons for the change (why?), the benefits of successful implementation (what is in it for us, and you) as well as the details of the change (when? where? who is involved? how much will it cost? etc.).</p>

The Management of Change (MOC) implicates in an organization:	The Change Management implicates in an organization:
➤ <i>Helping managers become transformational leaders, skilled at developing, motivating and empowering their people.</i>	➤ <i>Devise an effective education, training and/or skills upgrading scheme for the organization.</i>
➤ <i>Helping managers become transformational leaders, skilled at developing, motivating and empowering their people.</i>	➤ <i>Devise an effective education, training and/or skills upgrading scheme for the organization.</i>
➤ <i>Designing and running learning events which are participative, experiential and engaging, and which lead to genuine, long term, change back at work.</i>	➤ <i>Counter resistance from the employees of companies and align them to overall strategic direction of the organization.</i>
➤ <i>Helping people at all levels to grow, develop their self esteem, become more confident, and increase their self awareness.</i>	➤ <i>Provide personal counseling (if required) to alleviate any change related fears.</i>
➤ <i>Helping anyone who is responsible for managing change and influencing others.</i>	➤ <i>Monitoring of the implementation and fine-tuning as required.</i>
➤ <i>Ensuring that everyone concerned is committed to ensuring that the change is implemented successfully.</i>	➤ <i>Change management is a systematic approach to dealing with change, both from the perspective of an organization and on the individual level. A somewhat ambiguous term, change management has at least three different aspects, including: adapting to change, controlling change, and effecting change. A proactive approach to dealing with change is at the core of all three aspects. For an organization, change management means defining and implementing procedures and/or technologies to deal with changes in the business environment and to profit from changing opportunities.</i>

In regard to the management of change, there exist many possible common misconceptions, and we are going to present some of

them in the table bellow (see, in this matter, Table no. 4: Eight common misconceptions of the Management of Change (MOC)):

Table no. 4: Eight common misconceptions of the Management of Change (MOC)

1. First impression: Not making a real modification, just trying to make something a little better. – False impression: it means making a change	➤ <i>If someone not leaving the part/equipment/business system exactly the way that it was prior to starting the work, then that person has made a change.</i>
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	<ul style="list-style-type: none"> ➤ Whether or not the change is one that falls under the scope of the MOC process is determined by the criteria set in the procedures. ➤ The default approach to take is to assume that any change in configuration, form, fit, function, materials or procedure is covered under MOC until an examination of the criteria in the procedure proves otherwise. ➤ Also uncontrolled „temporary changes“, well-intentioned minor improvements rank as the next largest cause of incidents that fall under the failure-of-MOC category.
<p>2. First impression: A person or an organization is so far behind that it cannot start doing MOC, due to the fact that it will never catch up with all of those unrevised drawings. – False impression: it means making a change</p>	<ul style="list-style-type: none"> ➤ Document control is a process that complements a well-designed MOC process, and is often the first thing people think of when mentioning MOC. ➤ The need to update documents is certainly a frequent outcome of an MOC and necessary for the long-term integrity of your processes and facilities, but it is not MOC. It is merely a frequent outcome. ➤ If the situation is dire, someone may be forced to prioritize the corrective actions - if any are based on the criticality of the systems. A method to correct vital information when it is discovered can and should be easily incorporated into the work control procedures. ➤ The one thing that any organization can do is to start implementing MOC right now.
<p>3. First impression: Not having time to wait for the MOC evaluation, due to the fact that the action that must be done now represents an emergency. – False impression: it means making a change</p>	<ul style="list-style-type: none"> ➤ During an emergency is precisely when the self discipline imposed by a well - established MOC process is most necessary. ➤ Minor changes often take much more time than expected. ➤ The questions that should be asked are: Is the risk to the business associated with a „temporary“ change worth the savings in time? And can someone really control the risk to an acceptable level by „special operating procedures“? ➤ Accident reports show that hasty decisions, made under pressure, without a balanced evaluation, have been at the root of many serious problems.

	<ul style="list-style-type: none"> ➤ <i>The first step is focusing on correcting the deficiencies in the MRO processes to ensure that it always have the right parts.</i> ➤ <i>The organization should be stabilizing the process with standard work procedures and materials supplier qualification programs.</i>
<p>4. Fist impression: Routing this form for approval takes so long we can never get anything done. – False impression: it means making a change</p>	<ul style="list-style-type: none"> ➤ <i>An effective MOC process requires an appropriate level of approval and communication.</i> ➤ <i>Poorly designed MOC approval procedures confuse the need to be informed of a change after it happens with the need to approve a change before it happens.</i> ➤ <i>The levels of approval required need to be both appropriate to the change and the potential risk associated with it.</i> ➤ <i>They also need to be flexible enough so that they can be tailored to the situation at hand.</i> ➤ <i>The purpose is to minimize the number of approvers, and make them the right ones.</i>
<p>5. Fist impression: The area manager already has to approve funds for changes. – False impression: it means making a change</p>	<ul style="list-style-type: none"> ➤ <i>Do not confuse the authority to make a decision with possession of the knowledge necessary to make that decision.</i> ➤ <i>Not all changes, and often the most critical ones, even pass through funding approval.</i> ➤ <i>In an effective MOC process, it is the manager's responsibility to ensure that the appropriate designated resources are involved in a well-balanced evaluation of the proposed change.</i> ➤ <i>Approval authority is secondary to competence to evaluate and a well-balanced team will give more consistently good results than depending upon one smart individual.</i>
<p>6. Fist impression: The type o organizations we are referring at are in fact a warehouse/light manufacturing/ data center/repair facility, which means that there is nothing that could be dangerous. – False impression: it means making a change</p>	<ul style="list-style-type: none"> ➤ <i>MOC is a process for preventing or mitigating all potential self-inflicted business losses associated with a change.</i> ➤ <i>There are other losses besides just process safety.</i>

	<ul style="list-style-type: none"> ➤ <i>It is a loss if an uncontrolled process change causes the organization to lose a valued customer because of contaminated or faulty product.</i> ➤ <i>Even though the potential for changes to create dangerous situations in the environment are small, we all have something to lose when our facility or processes fail in their primary missions.</i>
<p>7. First impression: MOC does not catch every possible problem, so there is no reason in doing it. – False impression: it means making a change</p>	<ul style="list-style-type: none"> ➤ <i>Risk management is all about change.</i> ➤ <i>A valuable additional benefit of MOC in complex systems is when assuming the risk.</i>
<p>8. First impression: This is just a software/procedure change, which means it is not like the organization is changing something. That is the reason why the organization does not need to approve or document. – False impression: it means making a change</p>	<ul style="list-style-type: none"> ➤ <i>Some extremely serious incidents and severe losses have occurred in a number of industries because of software or procedure changes that were not subject to MOC.</i> ➤ <i>Furthermore, just because a document or code has been altered and reflects the change does not mean that the change is documented.</i> ➤ <i>If the potential risk exists and justifies it, then treat changing a line of code no differently than rewiring a safety shut-down system; it should receive the same level of scrutiny and control.</i>
<p>Conclusion: A well-designed MOC process is an essential loss prevention tool for any business, because:</p> <ul style="list-style-type: none"> ➤ <i>The process applies to any company that wishes to avoid future losses resulting from today's changes.</i> ➤ <i>MOC does not have to be so difficult to use that it inhibits change.</i> ➤ <i>It cannot effortlessly compensate for past omissions, only reduce your future risk.</i> ➤ <i>The Management of Change is an important aspect of safety management: whenever a change is introduced to an existing system, such as a new operational requirement or a revised maintenance process or procedure, and it is determined that the change may lead to a risk, the risk must be identified and then the change must be carefully managed in co-operation with the affected stakeholders.</i> ➤ <i>The Management of Change is systematically considered: a methodical approach to change management ensures that the impact of the change is assessed, actively managed and controlled before implementation.</i> ➤ <i>Sharing best practices and key lessons is critical component of the Management of Change process</i> 	

The change management has several characteristics and a very complex structure, as presented in the table bellow (see, in this matter,

Table no. 5: Characteristics of the change management):

Table no. 4: Eight common misconceptions of the Management of Change (MOC)

Main characteristic:	Arguments:
1) Successful adaptation to change is as crucial within an organization as it is in the natural world.	<ul style="list-style-type: none"> ➤ <i>Organizations and the individuals in them inevitably encounter changing conditions that they are powerless to control.</i> ➤ <i>Adaptation might involve establishing a structured methodology for responding to changes in the business environment or establishing coping mechanisms for responding to changes in the workplace.</i>
2) In a computer system environment, change management refers to a systematic approach to keeping track of the details of the system.	<ul style="list-style-type: none"> ➤ <i>Change management entails thoughtful planning and sensitive implementation, and above all, consultation with, and involvement of, the people affected by the changes.</i> ➤ <i>Forcing change on people makes problems arise.</i> ➤ <i>Change must be realistic, achievable and measurable.</i> ➤ <i>These aspects are especially relevant to managing personal change.</i> ➤ <i>Before starting organizational change, an organization has to have an answer to the following questions:</i> <ul style="list-style-type: none"> • <i>What do we want to achieve with this change, why, and how will we know that the change has been achieved?</i> • <i>Who is affected by this change, and how will they react to it?</i> • <i>How much of this change can we achieve ourselves, and what parts of the change do we need help with?</i>
3) Do not 'sell' change to people as a way of accelerating 'agreement' and implementation.	<ul style="list-style-type: none"> ➤ <i>'Selling' change to people is not a sustainable strategy for success.</i> ➤ <i>Change needs to be understood and managed in a way that people can cope effectively with it. Change can be unsettling, so the manager logically needs to be a settling influence.</i>

4) Show responsibility for managing change.

➤ *The employee does not have a responsibility to manage change - the employee's responsibility is no other than to do their best, which is different for every person and depends on a wide variety of factors (health, maturity, stability, experience, personality, motivation, etc).*

➤ *Responsibility for managing change is with management and executives of the organization - they must manage the change in a way that employees can cope with it.*

➤ *The manager has a responsibility to facilitate and enable change, and all that is implied within that statement, especially to understand the situation from an objective standpoint, and then to help people understand reasons, aims, and ways of responding positively according to employees' own situations and capabilities.*

➤ *Increasingly the manager's role is to interpret, communicate and enable - not to instruct and impose, which nobody really responds to well.*

Conclusion:

1. Change must involve the people, but it must not be imposed upon the people.
2. Change such as new structures, policies, targets, acquisitions, disposals, re-locations, etc., all create new systems and environments, which need to be explained to people as early as possible, so that people's involvement in validating and refining the changes themselves can be obtained.
3. Whenever an organization imposes new things on people there will be difficulties.
4. Management training, empathy and facilitative capability are priority areas - managers are crucial to the change process - they must enable and facilitate, not merely convey and implement policy from above, which does not work.
5. You cannot impose change - Employees need to be able to trust the organization.
6. Change management principles say that:
 - At all times involve and agree support from people within system.
 - Understand where the organization is at the moment.
 - Understand where the organization wants to be, when, why, and what the measures will be for having got there.
 - Plan development towards achievable measurable stages.
 - Communicate, involve, enable and facilitate involvement from people, as early and openly and as fully as is possible.

Of course, when talking about the change management, one must not forget John P Kotter's (American John P Kotter (b 1947) is a Harvard Business School professor and leading thinker and author on organizational change management. Kotter's highly regarded books 'Leading Change' (1995) and the follow-up 'The Heart Of Change' (2002) describe a helpful model for understanding and managing change. Each stage acknowledges a key principle identified by Kotter relating to people's response and approach to change, in which people see, feel and then change.) 'Eight steps to successful change' which we have summarized below (www.kotterinternational.com):

a) Increase urgency - inspire people to move, make objectives real and relevant.

b) Build the guiding team - get the right people in place with the right emotional commitment, and the right mix of skills and levels.

c) Get the vision right - get the team to establish a simple vision and strategy, focus on emotional and creative aspects necessary to drive service and efficiency.

d) Communicate for buy-in - Involve as many people as possible, communicate the essentials, simply, and to appeal and respond to people's needs. De-clutter communications - make technology work for you rather than against.

e) Empower action - Remove obstacles, enable constructive feedback and lots of support from leaders - reward and recognize progress and achievements.

f) Create short-term wins - Set aims that are easy to achieve - in bite-size chunks. Manageable numbers of initiatives. Finish current stages before starting new ones.

g) Don't let up - Foster and encourage

determination and persistence - ongoing change - encourage ongoing progress reporting - highlight achieved and future milestones.

h) Make change stick - Reinforce the value of successful change via recruitment, promotion, and new change leaders. Weave change into culture.

Conclusions

It is generally known that, when people are confronted with the need or opportunity to change, especially when it's 'enforced', they can become emotional. That is the reason why strong resistance to change is often rooted in deeply conditioned or historically reinforced feelings. Also, certain types of people often find change very unsettling. Of course, people who welcome change are not generally the best at being able to work reliably, dependably and follow processes. Certain industries and disciplines have a high concentration of staff who need a strong reliability/dependability personality profile, for example, health services and nursing, administration, public sector and government departments, utilities and services; these sectors will tend to have many staff with character profiles who find change difficult.

Business development potentially includes everything involved with the quality of the business or the organization. Business development planning first requires establishing the business development aims, and then formulating a business development strategy, which would comprise some or all of the following methods of development: sales development, new product development, new market development, business organization, shape, structure and processes

development, tools, equipment, plant, logistics and supply-chain development, people, management and communications

development, strategic partnerships and distribution routes development, international development, acquisitions and disposals.

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