

Role of 21st Century Managers in Effecting the Change Management

PERSPECTIVES

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Introduction

It is increasingly apparent that personality power and technical- managerial competence are no longer the primary qualifiers for developing effective leadership in 21st century; problems increasingly defy technical solution and obstacles to progress no longer bow to Charisma. Practitioners of leadership find themselves in uncharted territory; without effective leadership with new thinking ,individual teams and organizations will fail as we simply repeat the “same old same old “ over and over again even as we try harder and harder. So what is the new thinking the managers need to adopt in 21st Century

- Is it a technological change?
- Is it a conceptual change ?
- Is it a process change?
- Is it a behavioral change?
- Is it a combination of all the above?
- Is it a totally new one to everyone?

The 21st Century Manager has to:

- Lead the change
- Retain and develop the talent
- Develop next generataion leaders

To enable him to be successful he has to adopt a new role : Most organizations at some point of time will face with the need to transform themselves in order to survive. Organizational change is the movement of an organization from one state of affairs to another; a change in the environment often requires change within the organization operating within that environment.

**SOMETIMES OUR LIVES
HAVE TO BE COMPLETELY
SHAKEN UP, CHANGED, AND
REARRANGED TO RELOCATE
US TO THE PLACE WE'RE
MEANT TO BE.**



Organizational change can take many forms; it may involve a change in a company's structure, strategy, policies, procedures, technology or culture. The change may be planned years in advance or may be forced on an organization because of a shift in the environment. Organizational change can be radical and swiftly alter the way an organization operates or it may be incremental and slow. In any case regardless of the type, change involves letting go of the old ways in which work is done and adjusting to new ways. Therefore, fundamentally it is a process that involves effective **people management**.

Change is happening in every organization. Every day new initiatives and projects are launched to improve performance, increase profits, and enhance the competitive advantage. We could be implementing technology to enable a more mobile workforce, reengineering a process to ensure regulatory compliance or pursuing an enterprise wide transformation around customer experience.

There is a common denominator for achieving the intended outcomes of all our initiative: people, our initiatives impact how individual people do their work, their processes, job roles, workflows, reporting structures, behaviors and even their identity within the organization.

Change management is the approach to driving adoption and usage so initiatives deliver expected results and outcomes. Here is why we need change management: "establish and strengthen yourselves in the ever changing world". The concept of change will take place in a predetermined slot of period has gone; organizations are in need of faster, more complex, more interdependent and more cross-functional change than ever before to survive the race of competition.. To cope up with the changes and being able to deliver results on multiple changes allows an organization to achieve their strategic vision and thrive in today's changing landscape. Adopting change management enables organizations to deliver results on each change more effectively and build competencies that grow the organization's capacity to tackle more changes at one time.

Change from People Management to Employee Engagement

Changes in organizations are undertaken as a part of continuous improvement to bring in better performance; some of that improvement comes from just installing the solution. However, much of the benefit and expected improvement is attributed and depend on people how they change to do their jobs. Even organizations that invest heavily in continuous Improvement can become victims of strategic drift. While they change, they may not change fast enough to keep up with the pace of change in their environment. Need for change can be identified either through internal factors or through external forces that may be in place. Once this is identified, the following steps can be taken to implement such change:

- ❖ Develop new goals and objectives
- ❖ Select an agent for change
- ❖ Diagnose the problem
- ❖ Select the methodology
- ❖ Develop a plan
- ❖ Strategy for implementation of the plan
- ❖ Implementation of the plan
- ❖ Receive and evaluate feedback
- ❖ Respect talent
- ❖ Respect employees

While designing the Change Management it is very vital that People interest- People Engagement is the prime factor to be considered as the top most factors which will lead to the success of the Change Management.

Resistance is a natural response to change and recognizing and managing resistance is a key skill for the effective change manager. Resistance is a healthy part of any change process; manage it effectively and it can strengthen your change initiative. Ignore it and it can quietly undermine all your great intentions.

Recognizing Resistance to Change

Recognizing the resistance is very difficult as it can be direct and also indirect. Certain times people may inform directly that they are not in favor of the change. This might not be easy to hear but at least you know what the situation is. Often, however resistance is less obvious.

There may be some person who may not say anything but can resist as fiercely as those who shout. Silence never means consent and can be more difficult to manage than open resistance. Others might question the methodology, again not openly resisting the change but undermining the process by which the changes were decided and so weakening the change initiative.

Then there are, of course, those who are just far too busy to implement changes. Rushing around frantically, continually texting and answering calls, they don't have time to make changes so how do we manage the obvious and less obvious resistance to change?

Managing Resistance to Change

- Recognize Resistance
- Acknowledge the Resistance
- Accept Resistance
- Don't shoot the Messenger

Not everybody who seeks clarifications is resisting the change. They may want to know more information; given that they may become strong supporters and launchers identify those good ones.

- Open it up for Discussion
- Understand their Concerns
- Give it some time

Allow time for the concerns to be raised and then work with your team to find shared solutions

Motivation and Resistance to Change

Key to managing resistance is understanding motivation. For each member of your team think about what their motivation might be, how this will be affected by the change and how you might revise your change plans accordingly.

Steps to Overcome Resistance to Change

- Address personal concerns first
- Link the change to other issues people care about

- Tap into people's desire to avoid loss
- Tailor information to people's expectations
- Group your audience homogeneously
- Take advantage of people's bias-buy now, pay later
- Make the change local and concrete
- Appeal to the whole brain
- Beware of overloading people
- Analyze the pros and cons of the changes

Ignoring the people side of change creates risk. When the adoption and usage of a solution is ignored, and the focus is exclusively on meeting technical requirements, the result is excessive risk and cost. Projects are subjected to "RE" costs like redesign, rework, revisit, redo, retrain, re-scoping, and in some cases retreat. Absenteeism and attrition increase, productivity decline, customers feel the impact when they were not supposed to morale suffers; employees disengage. Failing to plan for and address the people side of change is costly and change management is the discipline to help mitigate those mission-critical risks.

Do Not Give Chances

Change is difficult to the degree that we can we want to remove the chance or variability associated with change. Project management has accomplished this by providing direction on sequencing milestones, deliverables, activities and resources over the lifecycle of an effort. Unless we proactively support and guide people through the changes our projects bring, we leave them embracing change to chance. Change management removes the chance from change by providing employees with the preparation, support and skills they need to succeed in change.

Believe in Right People

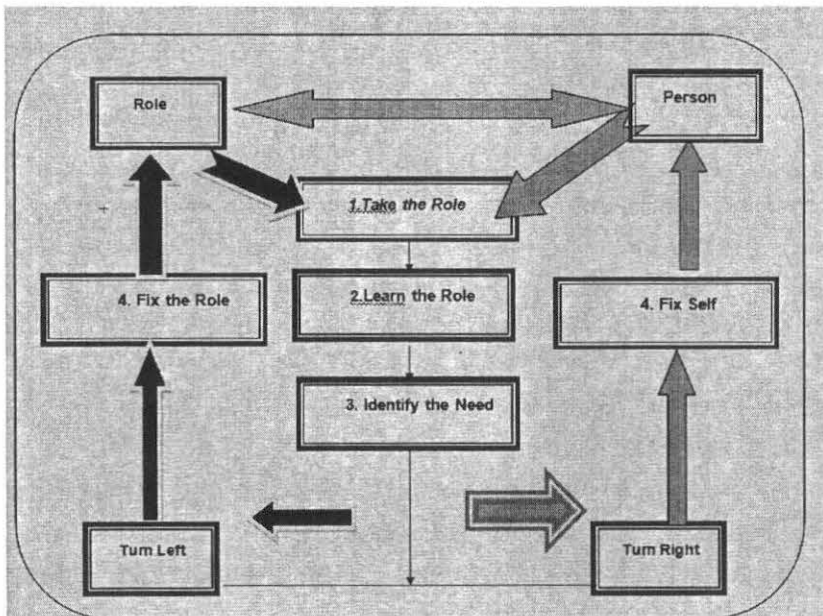
How many times have you heard, "our employees are our most important asset"? Then, when it comes time for a change to be implemented, employees are sent an email on Monday for training on Tuesday for go-live on Wednesday. That is not the right way to treat people, especially the people that are your most valuable asset. By proactively engaging and supporting people in times of change, we demonstrate in action that we value them.

- Identify the Talent
- Form the team which can implement the Change as per the need
- Ensure that the goals are aligned to match the requirements of Change
- Have openness with the team
- Listen to the views of the team
- Develop the implementation plan
- Take feedback from potential contributors
- Ensure that the team as well as the end users believe in the Change
- Promote an environment suitable for the change
- Ensure that the team has the optimal authority to take decisions at times of crises
- Motivate the team with proper recognition when progressing

- Have regular reviews with the team
- Monitor the progress

Change agents use lots of numbers, charts, tables, etc; such facts and figures appeal especially to one side of the brain. But the human brain has two sides, and although they work together, each has a different way of processing information. The left side is analytical and controls the processing of quantitative information; the right side is experiential and controls the processing of emotional information. One good example is: the design of Apple's iPhone and other products; people do not stand in line to buy these products simply because of **their valuable functionality (which appeals to the left analytical brain)**, but also because the objects themselves **are designed to appeal to the emotions as well (the right brain)**.

New Approach Model with Right Brain and Left Brain as a whole to bring in Success to 21st Century Manager



Change in the role of 21st century manager explained with addition of green zone which is the 'right orientation' which characterizes the need and importance of lead by example and use of right brain also along with the left brain. Earlier days the role of change manager/ agent is to focus on 'left orientation' and make the person "*fit for the job*". But the role of the change agent / manager is to align both the left and right orientations of the brains to work as a whole and deliver better performance. The real change in roles of the 21st century managers lies in:

- Adopting and understanding the need for change
- Understanding oneself
- Molding self with the requirements of the change
- Seeing opportunity in everything
- Employing the circular vision – anticipate the unexpected
- Unleashing the passionate pursuits – strive for excellence

- Living with an entrepreneurial spirit – constantly building relationships taking smart risks , learning rapidly- all with the objective of making a positive impact
- To work with a generous purpose – share momentum with others i.e. must understand the importance of having everyone’s best interest at heart. Should work with a generous purpose and fuel momentum for themselves and others
- Embracing the cultural promise - lead to leave legacy. Success comes most to those surrounded by people who want their success to continue
- Use of right brain along with left brain

Change - The Leader’s role is as summarized as follows:

- Earlier it was – “How can I get others to do this?”
- Today -The Challenge is not getting other people to do this
- The Challenge is getting “Us to do this”

Develop Attitude that Change Will start from –“ME”

“The Effective 21st Century Manager is likely to be a transformational Change Agent who, through the use of outstanding interpersonal skills and analytical application, is able to motivate others by having a strong vision, while at the same time adhering to a rigorous ethical code”.

The 21st century manager’s role is to:

- Set the purpose with high standards for effecting the continuous changes
- Make the real tough decisions to enable the changes
- The future comes always, never hesitate to invest in it
- Keep perception and reality in synchronization
- Act big and small, long and short, keep a lot of thoughts to improve
- Deputize others to motivate the talent
- Keep in mind business succeeds in market and not in board rooms
- Like the work more than the title
- Never give up
- Lead the moment, give fully of himself towards change management, always appreciate work, employees and jobs
- Respect the employees

All these promote the success in implementing the changes which leads to the profitable growth of the organization, operational excellence and employee engagement. This is possible when the combination of the right brain aligns with the left brain as a whole as role change model and the 21st century manager adopts that model to the core.