

# Change Management: Experiences of an Organization for Successful Implementation

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## ABSTRACT

To compete in modern era, change management is mandatory. Strategic change management is the success key for an organization. Change is to do something new. Any alteration in existing state is considering change. The Present study reveals the experiences of all levels of managers, during successful implementation of oracle software in a manufacturing unit. The objective of this study is to analyze the dynamics of an organization during change implementation. Here, the study has divided into two parts. The first part of the study shows that when oracle system was introduced, the top management experienced multiple resistance from lower and middle management. The second part of the study shows, due to positive outlook of the top management, the implementation of change (introduction of oracle system) was successful through strategic and tactful mechanisms in phased manner. Exploratory/ Analytical research methodology is employed here. The experiences of the top management were collected and this source data obtained from primary sources. The conclusion of the study will reveal the aspect of strategic and tactful mechanism deployed by the top management for successful implementation of change management introduction of oracle system).

**Key Words:** Change management, Dynamic experiences, Top level management, Change implementation, Strategic mechanism.

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## INTRODUCTION

Change will not come if we wait for some other person or some other time. We are the ones we've been waiting for. We are the change that we seek.

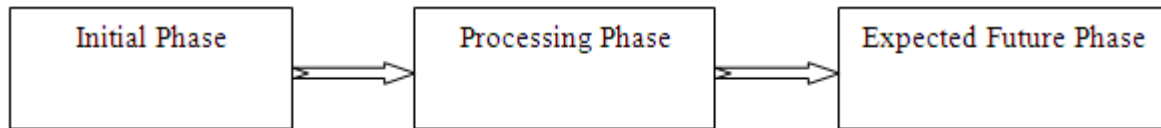
----- Barrack Obama

The organic organization is always oriented towards change rather than stability. Managers who undertake appropriate changes at a right time achieve success and put their organizations ahead of others in the race. (Rao. VSP, 2014). A change can involve any configuration element in software implementation. Some types of changes include Infrastructure Changes, Application Changes, Hardware Changes, Software Changes, Networking Changes Working Pattern Changes, and Documentation Changes. All the above changes should align with change management system. They should be technically and legally verified by the concerned authorities and the change initiator should be able to complete such requirements. Change becomes orderly when it is planned and implemented in a systematic way. The process of planned change comprises the following steps:-

- Identify the need for change
- Diagnose the problem
- Plan the change
- Implement the change
- Follow-up and feedback (Rao, V.S.P., 2014,)

Change management is the process, tools and techniques to manage the people side of change to achieve the required business outcome.

### Change Management



The above table shows that an organization has to pass through above three phases to support change management. In initial phase it includes that at present what is being done. The second phase includes the transition phase where the new idea, process, system, structure, or environment is going to be favorable for system implementation. The pilot testing is also included in it. The final phase is the desired things that would be achieved in future.

Technically, change management is defined as, To apply a systematic approach for helping the individuals impacted by “the change” be successful by building support, addressing resistance and developing the required knowledge and ability to implement the change (managing the people side of the change). (Cisco systems, 2008) Project management and change management.

### LITERATURE REVIEW

Change management is directly related with the overall positive outcomes of an organization. The main focus of this study is an evaluation and measurement of experiences of change management in an organization. In this study, books, journals, and internet facility, previous articles are used to measure latest data on change management. As per past review articles, Lew in three step model is followed. Only the name of phases changed. Moreover a general process of change management is followed here. In 2005, Prosci started to formalize research and a platform for the innovators of the discipline who started working to embed change management as a core capability of their organizations.

### RESISTANCE TO CHANGE

The goal of change is to accept it on a whole within an organization. But always resistances in form of late working hours, non availability of extra bonus and other facilities, lack of proper training, lack of knowledge, shortage of expert manpower are found during change phases. This resistance can be raised at any time during change management process and by any level of management. Change requires readjustment. "Man always fears the unknown and a change represents the unknown" (Rao P Subba, Essentials of Human Resources Management and Industrial Relations, Chapter 12, 353.)

### OVERCOME THE RESISTANCE TO CHANGE

The different scholars have defined lot of models and steps for successful change management. Nandler -12 Action Steps: Nandler has identified a management frame work of twelve action steps which is helpful for all levels of management during the change process. This is immensely helpful for leading and managing change at every corner of the organization. The twelve action steps are as follows:

- Get support of key power groups
- Get leaders to model change behavior
- Use symbols and language
- Define areas of stability
- Surface dissatisfaction with the present conditions
- Promote participation in change
- Reward behaviours that support change
- Disengage from the old
- Develop and clearly communicate image of the future
- Use multiple leverage points
- Develop transition management arrangements
- Create feedback

The above steps are not fixing and final those were adopted in the organization. Out of these, some may be excluded during change process.

### **ANALYSIS OF STUDY**

In the study, Change management system was adopted to implement the oracle system in the organization. The source data is compiled with the help of questionnaires and interviews of all levels of employees here. The following steps were followed there:

To Plan and discuss with top level management.  
To hire a Software company for oracle app.  
To facilitate the training programs.

To provide free time to all the concerned low level employees, so that they can train and practiced on the new system.  
To facilitate other facilities the pick and drop, free lunch & dinner etc. to those employees who were working on new oracle system.

Time to time meetings with Top management were arranged to sort out the problems as well as their solutions on the basis of regular feedback.

The top management had given full support in terms of resources, extra manpower, training or other required facility for change implementation.

### **FINDINGS & CONCLUSION OF THE STUDY**

The resistance was mainly raised by middle level managers. They argued that they don't have time for imparting the training sessions. Lot of meetings and regular pressure of workload had enhanced due to oracle system. Some of finance department authorities strongly resist the oracle system as the reporting through oracle is not legally acceptable. The management strategically worked out on these problems. The management taken the steps like Increment in salary, extra bonus, gifts etc., Special trainings, workshop discussion was given to employees to encourage them towards change implementation. The top management reacts on above resistances very positively. The experts of reporting appointed full time within the organization. The extra manpower and additional budget were passed by management to support oracle implementation. Finally the implementation of oracle system in the organization was successfully completed.

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