



Machine

Approach to Change...

- Senior managers define targets
- Change is 'driven'
- Consultants advise on approach
- Change programme is rolled out from top to bottom
- Training given to bridge the gap

Political

Approach to Change...

- Change needs the support of powerful person(s)
- You need to know who is powerful and their alliances
- Allocation of scarce resources is key and is done through bargaining and negotiation
- There are winners and losers



Organisations as Machines

This picture of an organisation implies routine operations, well-defined structure and job roles and efficient working working inside and between the working parts of the machine i.e. the functional areas.

Procedures and standards are clearly defined and are expected to be adhered to.

Key beliefs are;

- Each employee should have only one line manager
- Labour should be divided into specific roles
- Each individual should be managed by objectives
- Management should control and there should be employee discipline

Assumptions about organisational change;

- The organisation can be changed to an agreed end state by those in positions of authority
- There will be resistance and this needs to be managed
- Change can be executed well if it well planned and well controlled

Organisations as Political Systems

Here the metaphor is drawing parallels between organisations and systems of political rule – so we may refer to democracies, autocracies etc. The political metaphors recognises the important role that power play, competing interests and conflict have in organisational life.

Key beliefs are;

- You can't stay out of organisational politics – you're already in it
- Building support for your approach is essential if you want to make anything happen
- You need to know who is powerful and who they are close to
- There is an important political map which overrides the published organisational structure

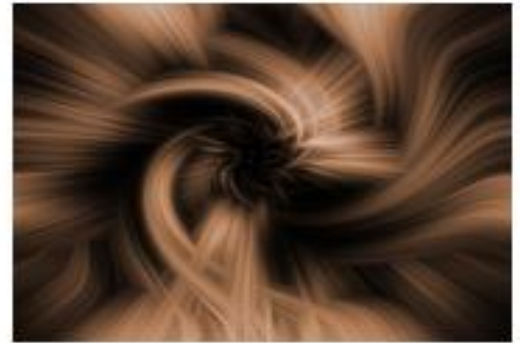
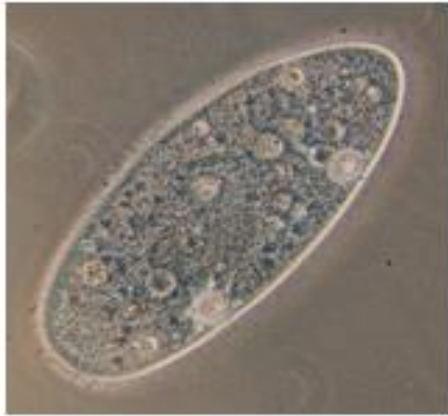
Assumptions about organisational change;

- Change will not work unless it's supported by a powerful person
- It's important to understand the political map and to understand who will be winners and losers as a result of the change

Organism

Approach to change...

- Data gathering from customers and employees
- Data analysis and decisions on what needs to be done
- Collaborative solution agreed
- Training and support provided



Flux & Transformation

Approach to change...

- There is an initial spark for change
- Someone with authority takes the initiative to start the discussion
- Discussion not structured but facilitated with key questions
- A plan starts to emerge

Organisations as Organisms

This metaphor sees the organisation as a living adaptive system. It also suggests that different environments favour different types of organisations and that congruence with the environment is key. For example in stable environments a more rigid bureaucratic organisation might prosper whereas in more fluid changing environments a looser less structured type of organisation would be more likely to survive.

Key beliefs;

- There is no 'one best way' to design or manage an organisation
- The flow of information between different parts of the system and its environment is key to success
- It's important to maximise the fit between individual, team and organisational needs.

Assumptions about change;

- Changes are made only in response to changes in the external environment
- Individuals and groups need to be psychologically aware of the need for change in order to adapt
- Participation and psychological support are necessary strategies for success

Organisations as Flux and Transformation

This view of organisations sees it as part of the environment and therefore the organisation is simply a part of the ebb and flow of the whole environment with a capacity to self-organise, change and self-renew.

Key beliefs;

- Order naturally emerges out of chaos
- Organisational life is not governed by rules of cause and effect
- Key tensions are important in the emergence of new ways of doing things

Assumptions about change;

- Change cannot be managed. It emerges
- Tensions and conflicts are important features of emerging change
- Managers act as enablers