

Identification Of Change And Action Plan

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Abstract

In the ever-changing corporate landscape, change is unavoidable and frequently serves as a stimulant for development and adaptability. This review gives direction for creating actionable plans that support organizational performance and provides insights into the challenges of change identification by looking at a variety of theoretical frameworks, case studies, and practical tactics. Proactive change management, stakeholder engagement, communication tactics, and leadership responsibilities in spearheading change efforts are among the major themes. The assessment also looks at how innovation and technology may help with change processes and emphasizes how important organizational culture is in determining how an organization will react to change. The overall goal of this paper is to provide managers, change agents, and corporate executives with useful tools and insights to help them navigate change and achieve great results in their organizations.

Keywords: corporate landscape, stakeholder engagement, leadership responsibilities, organizations.

Introduction

Organizations must acknowledge that change is unavoidable and embrace it as "BAU" (business as usual). Consequently, it is essential for organizations to constantly adapt to the changes occurring in the ecosystems in which they live. As times change, an organization must make a "Big Change" in order to be better positioned for long-term success. It is necessary to prepare properly for such occasions. Over the past ten years, the need for organisational reform has exponentially increased. According to experts, thirty years ago, the biggest organizations usually had one or two enterprise-wide transformation initiatives going at the same time. The significance of guiding people through change has increased in prominence as change initiatives have grown in frequency and scope. Organisations at all levels may be impacted by significant changes. Many business executives have acknowledged that it might be expensive to not guide staff members through transition. Workers that are irritated or unhappy about change are less productive. Grunig, J. E., & Grunig, L. A. (1998, Persis et, al. 2021)

Frameworks of Change Identification

Companies must proceed with utmost caution when implementing a change management programme. The employer should create a comprehensive change initiative roadmap, a suitable communication strategy, and appropriately integrated training programmes for the

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new phase. Anticipating significant opposition will also be beneficial, so it makes sense to be prepared to address it effectively. It's crucial to take your time implementing the change initiative and not to jump right into the change strategy. Performing it correctly can significantly increase the likelihood of success. Expanding it too soon, though, could actually throw you off course because a lot of these issues come up later in the project and stifle momentum just when it's most required.

Planning of organization change

Organisational change should be planned and executed continuously throughout the entire organisation rather than being a one-time event. It needs to be handled properly to minimise employee resistance and organisational costs while also enhancing the efficacy of change management. In the modern corporate world, technology is developing quickly, making it necessary for organisations to manage change quickly—or nearly constantly—if they hope to keep their competitive edge and survive in a very unstable market. Actually, some elements—like the globalisation of markets and the quick advancement of technology—are forcing companies to adapt to change management in order to stay in business (Jacobs et al. 2013).

Application of new technology

Organisations these days are changing due to the introduction or application of new technology, downsizing, reskilling, reorganising divisions, or expanding. Even if you might not be prepared for some of the changes that are coming, you can at least create a solid change management strategy in case things alter again. A crucial component of any organisation is change. No matter how much the organisation values its brand, there is always room for improvement, whether it be in the form of a more dynamic service or a better process. Resting on our laurels frequently leads to stagnation and lagging behind competition, which affects our clients as well.

It has been sagely said that nothing comes easily, and the changes also bring with them certain obstacles and difficulties. By foreseeing the obstacles, you can avoid them before they become significant problems during the implementation of the change. Modifications must to be planned with customer service delivery and employee welfare in mind. One of the hardest parts of change management is organising and executing change on a technological and cultural level. According to McKinsey (2015), 87% of workers feel that businesses do not focus enough on how to change effectively, and 90% of CEOs think their organisations lack the necessary agility for change (Bersin by Deloitte, 2016).

Some things to think about when getting ready for an organisational shift are: recognising the characteristics of the change; analysing the workforce; assessing the organisation; assessing the project risks; comprehending unique approaches; and presenting the plan.

Before implementation, the following should be taken into account:

- Starting at the top: A company's leadership group needs to be extra confident in the transformation. Clarity, purpose, and concentration are three crucial and evident characteristics aimed at bringing about change within the leadership team.
- Being aware of both hard and soft aspects: Both "hard" and "soft" factors are subject to change. Soft elements, such as motivation and culture, are crucial components of any shift if businesses wish to maintain a positive work environment throughout the change management process.
- Create a strategic workforce plan. It is impossible to overstate the significance of strategic workforce planning. A well-thought-out plan can make the transition simple. In addition to this, it aids in forecasting future shifts in the lines on which you should arrange your staff.

- Place a strong emphasis on employee involvement. Promoting employee engagement at all organizational levels is crucial. Team dynamics may change as a result of change. Frustration, fear, and eventually disengagement may result from this. In this case, it is the management's and the employee's responsibility to work towards reskilling that can have a beneficial effect and guarantee that the company and its employees gain from it together G., Kotha, S., & Lahiri, A. (2016).

In addition, regarding the aforementioned, it's critical to understand each employee's life cycle stage and how it could influence how they respond to change. Look for strategies to support and encourage staff members as they change so they can have a pleasant experience. Positive team members or employees should inspire others to embrace the change, increasing the likelihood that it will be effective and flexible.

The impact of VUCA

In today's scenario, VUCA (Volatility, uncertainty, Complexity and Ambiguity) has become an important norm. We now have a greater data dump than ever before, owing to which, we are more uncertain about the future. In a simpler context, the world today has become overwhelmingly complex, and a new technology is introduced is being introduced on a highly regular basis, new research surfaces, and, day by day new customer trends are developing because they are becoming smart and well informed as ever. Fisher, G., Kotha, S., & Lahiri, A. 2016, Nowacka, A., & Rzemieniak, M. (2021).

Today's success many not last

Actually, what works today might not work tomorrow, or, can deplete or lose its relevance the very next day. Nothing can save organizations from VUCA, and, the frameworks are not definitely about certainty these days. They are more about supporting companies in managing or leading in uncertainty.

We today, are living, breathing and navigating through VUCA most of the time. And, it is apparent as to how disruptive technologies are reinventing business models. In today's scenario, companies continue to be affected by a multitude of changes, and, it directly impacts the way they operate. With increasing volatility, the constantly changing customer expectations and continuous technology advancements to business models, it is the agility of an organization that can come to its aid in overcoming the storm of changes that it is being hit with every day.

On the contrary, the difficulty and the disruptions in today's business environment are continuously hampering the visibility of businesses beyond a quarter, hindering organizations ability to construct long term plans that require them to continually innovate themselves. Smartly adapting and upgrading as per these external changes through continuous internal transformations is the identity of the VUCA world in which we are living. It is therefore the responsibility of the leadership team to visualize and forecast these changes before time, and, it has to be reflective in the strategies they create. They have to monitor the speed with which the changes are occurring in today's scenario, and, should carry a strong self-belief and construct a culture which can adapt to change.

Difficulties, challenges and communication breakdowns

Among the problems with change management that may be the primary causes of change's failure are:

- **Getting overly complex:** focusing too much on the small details at the expense of the wider picture.
- **Unable to forge a significant coalition:** the teams driving the change lack coordination.

- **Limited vision:** The worst error is not being able to understand clearly. How can businesses predict the future if they have no idea where they are headed? The leadership team will stick to the outdated methods of operation if they are unable to identify the right path.
- **Lack of vision:** In an organisation, a lack of vision indicates a lack of future objectives.
- **Allowing obstacles to impede the achievement of the goal:** failing to foresee possible obstacles and failing to address them promptly are key indicators of failure.
- **Not planning for short-term victories:** this is clearly a lengthy process, and in the absence of apparent, immediate wins, morale declines, demotivation spikes, and working methods get impeded and diverge from what they were previously.
- **Proclaiming triumph too soon:** while it's wonderful to celebrate accomplishments, we shouldn't push ourselves too hard.
- **Not ensuring changes in corporate culture:** the culture is anchored and progressively changes through the implementation and adaption of the vision as well as regular reviews and audits. A transformation plan will unquestionably fail if it combines rapid deployment with nothing to support it (Cramer, J. (2017).

In the end, change management problems stem mostly from organisations that prioritise managing employee transformation while expecting everything else to fall into place. We must accept change and have faith in the fact that everyone has unique values and ideas. We will not accept the change if we cannot see its advantages and future, which will inevitably lead to the creation of a barrier. As a result, a barrier will inevitably form from this. Thus, it follows that the likelihood of failure increases with the proportion of the workforce that does not accept change. As a result, communication is essential, and sharing the vision is even more so. Change management is a crucial aspect of every organisation, and effective communication is one of its key constituents. Since communication is a tool for announcement, explanation, and system transparency maintenance, it is thought to be a critical component of the successful implementation of change. Many companies make no attempt to inform their staff of the news. They only make the changes known and assume that everyone will comply. One of the obstacles resulting from this is resistance, which may be eliminated through communication, which helps ensure that staff members are ready to accept the change and are prepared ahead of schedule Cameron, E., & Green, M. (2015, Invernizzi, E., Romenti, S., & Fumagalli, M. (2012).

- The following four crucial tasks are involved in developing and carrying out a communication plan:
 - a. Describe the current state of affairs and the necessity of communication, sometimes known as the "research phase."
 - b. Identify the target audience and analyse the communication's goals and objectives.
 - c. Put the communication plan into action, which is the speaking phase
 - d. Based on the outcomes, assess the performance and establish the degree of achievement.

The primary components of the compliant communication plan are the environment, goals, key messages, audience, and media (Albert et, al. 1985).

Impact and role of the workforce:

Organizational change can occur due to several reason, VIZ. financial concerns, increased competition, accommodating growth or a simple shift in the business model. Whatever the reason, change is very difficult for employees, and , before any changes take place, the management should think from an employee perspective as to their possible reactions, and the manner in which risks to the company can be mitigated.

Demotivation can be the major factor:

Any time there is an organisational change, employees may get stressed or demotivated. If HR handles these situations poorly, this can have a serious negative effect on morale. In order to prevent this kind of crisis, I think it's crucial to communicate during these times. To a certain extent, businesses should try to disclose as much information as possible about what's going on and, most importantly, how the changes will effect specific employees so that they can prepare.

The need for workforce planning

Workforce planning plays a vital role here, which in itself is a difficult task, but, if we take care of following points, change is bound to be easy. Companies should be prepared rather than be surprised with the help of workforce planning, which is an extremely systematic, completely integrated organizational process. Since the transition entails future planning to prevent talent shortages or surpluses, they can handle it efficiently. The foundation of smart workforce planning is the understanding that an organisation can staff more effectively if it can predict both the talent it needs and the talent that is really available. (Cummings & Worley, 2014, Krebs et, al. 2008)

Conclusion

A corporation with sufficient efficiency can clearly outperform panic hiring or layoffs with the support of well-executed strategic planning. HR is able to give managers the appropriate amount of workers at the appropriate time and location, together with the appropriate abilities. Workforce planning, broadly speaking, can also be referred to as an effective method of talent planning because it combines the forecasting components of all HR functions related to the workforce, including hiring, retaining, redeployment, leadership, and employee development. Once these issues are resolved, change will, in my opinion, become much simpler and easier. This can be accepted by the entire company.

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