CHANGES - DAILY REALITY AND NECESSITY

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Abstract: Changes are constantly present among us. The changes are a daily occurrence no matter in which area of life. They are something that moves humankind and causes its development. However, not all have the same attitude towards the changes. Some people look forward to, others avoid them, some joy to them, others avoid to them, some fear into them, while others rejoice changes, some see opportunity in them, some see danger from them. Whatever is the relationship of individuals to change, everyone must face them someday.

The change management has no formal structure, a pre-prepared plan, but it takes place spontaneously and the reactions occur in a single place. He is an unpredictable process.

The change management plan is designed to cause changes to:
- Processes
- Organizational structure
- The people
- Strategies

All undertaken activities for implementing the changes ultimately reflect the above categories.

In addition, the changes can also can be divided into episodic vs continuous change. Another dividing is a divide of Continuous Organizational changes in two scales: radical - incremental and core - peripheral.

A common reaction to almost all people of change is fear. Fear of the unknown cause's people initially resists resistance. However, over time and after undertaking certain activities, the changes are accepted as a necessity.

Keywords: changes, change management, acceptance of changes.

INTRODUCTION

Today we witness about the latest scientific, technical and technological discovery and it is normal to face with changes every day. The changes are those that contribute to this overall development of science and technology and that improve the lives of all people. Without them, there would be no development of any branch of the economy and production would be done with old and inefficient methods.

When an organization undertakes a project that wants to improve its performance, it is itself a change. However, it is important to understand that change does not change the organization, but people. Without the help of the change management, it is hard to implement any change process. Change management helps to define rules, processes and procedures by which the changes will be implemented in an organization.

1. LITERATURE REVIEW

The changes are present in everyday life. Because of the importance, numerous authors have analysed them. We will mention a couple of them:

Fabia McLean Bourda (2013:4) define change management is a structured approach for ensuring that changes are thoroughly and smoothly implemented and for achieving lasting benefits of change. The change management focus is on the wider impacts of change, particularly on people and how they, as individuals and teams, move from the current state to the future state. The change could range from a simple process change to a major system change to achieve the organization's potential.

Prosci and the Change Management Learning Center (2007:3) say change management incorporates the organizational tools that can be utilized to help individuals make successful personal transitions resulting in the adoption and realization of change.

Change management has typically been defined as a process involving unfreezing, moving, and refreshing values, practices, and procedures within organizations. Unfreezing refers to the creation of a perceived discrepancy between the existing and the ideal state of an organization that generates a desire for change and lowers people's resistance to change. Moving refers to the various processes such as training, education, and restructuring that lead to the development of new behaviours, attitudes, and beliefs. Refreshing regards re-establishing a new state of equilibrium within the organization by stabilizing the new patterns through a variety of support mechanisms (World Bank, 2011).

Jeffrey M. Hasitt and Timothy J. Creasey (2012:1) explain that change management enables employees to adopt a change so that business objectives are realized. It is the bridge between solutions and results, and is fundamentally about people and our collective role of transforming change into successful outcomes for our organizations.

Strategic change management is the process of managing change in a structured, thoughtful way in order to meet organizational goals, objectives, and missions. Change is necessary for organizations to continue to thrive, meet, and exceed the competition of industry competitors. (Study, 2017).

The Change management is a way of managing change, in a way which should help reach the desired state. Change management focuses on the individuals in order to explain why these changes are necessary, to remove all the fears and uncertainties of change and cause the acceptance of those changes as the ultimate goal.

2. TYPES OF CHANGES

To be accepted, a change must first be understood and to be prepare appropriate strategy for its acceptance. Robert Dimitrovski (2012:79) says to be able to create, introduce and lead the change you must first get rid of the thought that the changes are occurring in the outside world and to convince yourself that they are here, in us.

In order for better understanding of the changes and developing an appropriate attitude to them, it is necessary to know the types of changes. They can be as follows:

- Strategic changes are changes that are made in order to fulfil the overall strategy of an organization and often these changes are long-term. In some cases, strategic changes mean a change in the general strategy of the organization. An example of this type of change is the change in the markets in which a company performs.

- Process oriented - these changes relate to processes within the organization and with these changes is desired to achieve greater productivity, efficiency and cost effectiveness in the execution of processes. An example of this is the introduction of new technology with a particular production process makes it more productive.

- The structure - structural changes relating to the organizational structure of an organization. They change certain administrative procedures, change of operation of the teams in the organization or the management system of that organization. Example is changing the way the management of the company by management.

- People-oriented - these changes are aimed at changing people's behaviour, change their skills or change the role of the individual in the organization. An example of this is seminar to increase the skills of employees.

Another division of the changes may be on emergent v's planned change.

According to John Spacey (2016) emergent change is change that follows no big upfront plan. For example, the Internet largely emerged without much of a central plan as the result of networks connecting to networks in an open way that followed a minimum set of shared standards. Emergent change occurs both naturally and as a strategy of continuous delivery designed to be responsive to business needs and strategic conditions.

Web magazine Emergent Change (2017) defines planned change: it is what most senior managers and change leaders like to talk about (and often feels most comfortable with). It is controlled change with fairly clean boundaries - there will be a clear imperative (most likely even a good business case) with definable benefits, a vision for the future and maybe even some stages along the way. There are many knowing is with relatively few unknowns that can be packaged into a Risk Register and Issue Log. Often it will be approached in a 'top down' manner, but that certainly does not have to be the case.

A next division of the changes may be on episodic vs continuous change.

Karl E. Weick and Robert E. Quinn (1999) defines EPISODIC CHANGE - the phrase "episodic change" is used to group together organizational changes that tend to be infrequent, discontinuous, and intentional. The presumption is that episodic change occurs during periods of divergence when organizations are moving away from their equilibrium conditions. Divergence is the result of a growing misalignment between an inertial deep structure and perceived environmental demands. This form of change is labelled "episodic" because it tends to occur in distinct periods during which shifts are precipitated by external events such as technological change or internal events such as change in key personnel.

Continuous Organizational Change

Vaishak V. Suvarna (2012) says continuous organizational change is a process-based approach to change and considered as "ongoing, evolving and cumulative". The underlying assumption is that change happens all the time with small continuous adjustments and culminate to create substantial change"). Such organizations are viewed as self-organizing with continuous change as normal with no return to equilibrium or state of stability.

Using these characteristics proposed changes could be placed along two scales: radically – incremental and core – peripheral
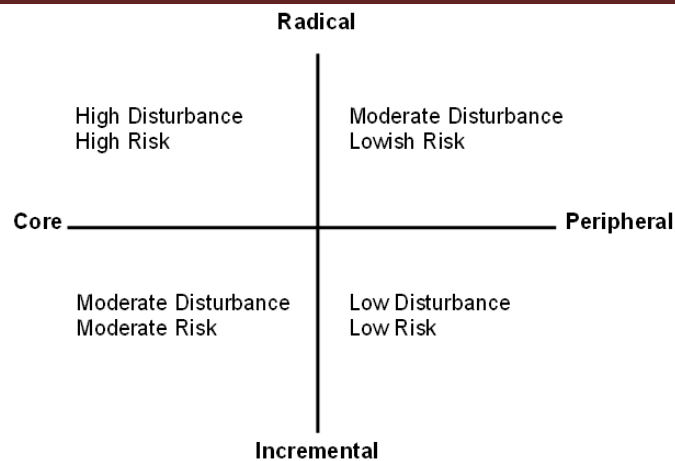
Radical

High Disturbance
High Risk

Moderate Disturbance
Lowish Risk

Core _____ **Peripheral**

Moderate Disturbance
Moderate Risk

Low Disturbance
Low Risk

Incremental

Figure 1. Pennington (2003) two scale changes: radical – incremental and core – peripheral

3. RESISTANCE AND FEAR OF CHANGE

There are numerous causes of fear and resistance to change. Torben Rick (2011) stands top 12 typical reasons for resistance to change:

Misunderstanding about the need for change/when the reason for the change is unclear — if staffs do not understand the need for change, you can expect resistance. Especially from those who strongly believe the current way of doing things works well… and has done for twenty years!

Fear of the unknown — one of the most common reasons for resistance is fear of the unknown. People will only take active steps toward the unknown if they genuinely believe – and perhaps more importantly, feel – that the risks of standing still are greater than those of moving forward in a new direction

Lack of competence — this is a fear people will seldom admit. However, sometimes, change in organizations necessitates changes in skills, and some people will feel that they will not be able to make the transition very well

Connected to the old way — If you ask people in an organization to do things in a new way, as rational as that new way may seem to you, you will be setting yourself up against all that hard wiring, all those emotional connections to those who taught your audience the old way – and that's not trivial

Low trust — when people do not believe that they, or the company, can competently manage the change there is likely to be resistance

Temporary fad — when people believe that the change initiative is a temporary fad

Not being consulted — if people are allowed to be part of the change there is less resistance. People like to know what is going on, especially if their jobs may be affected. Informed employees tend to have higher levels of job satisfaction than uninformed employees do.

Poor communication — its self-evident isn't it? When it comes to change management, there's no such thing as too much communication

Changes to routines — when we talk about comfort zones we are really referring to routines. We love them. They make us secure. Therefore, there is bound to be resistance whenever change requires us to do things differently

Exhaustion/Saturation — does not mistake compliance for acceptance. People who are overwhelmed by continuous change resign themselves to it and go along with the flow. You have them in the body, but you do not have their hearts. Motivation is low

Change in the status quo — Resistance can also stem from perceptions of the change that people hold. For example, people who feel they will be worse off at the end of the change are unlikely to give it their full support. Similarly, if people believe the change favors another group/department/person there may be (unspoken) anger and resentment

Benefits and rewards — when the benefits and rewards of making the change are not seen as adequate for the trouble involved

Despite these twelve reasons, we would have added and:

Bad timing: if the change is not implemented at the right time, can cause adverse reactions in employees, IE their resistance to change

Loss of job security/control: This type of resistance occurs when a company makes a restructuring of its operations and employees fear for their jobs or are afraid of how they will handle the new tasks.

Non-reinforcing reward systems - when managers introducing changes, there is always the question of reward. If employees are not adequately rewarded with the new changes, they will show resistance to those changes.
Connection pressure - each individual in his working environment wants to feel like part of the group. If most people of the group have a sense of resistance to change and individual will accept this resistance

4. STAGES OF CHANGE MANAGEMENT ACCEPTANCE

Figure 2. The Change Acceptance CycleAcceptance Cycle (Fred Nickols, 2017),

Most famous models for change management acceptance is Kubler – Ross Change Curve.
The Kubler-Ross Change Curve is comprised of emotions, including shock, denial, frustration, depression, experiment, decision and integration. While not originally intended to play a major role in the understanding of how change impacts an organization, the concept of a change curve - and the natural, predictable, and widely understandable emotions it contains - fits perfectly in the enterprise-level change management journey (Chris Portier, 2016). Recognizing the great work of Dr. Kubler-Ross, here is our interpretation of the seven most common phases that may occur:
1. Shock - initial reaction of employees of each new change is a shock. Usually they expect things to happen to the old way of functioning and any new change for them if they are not familiar with it is a shock.
2. Denial - denial of a temporary change reaction of employees believing that they are thus protected. Denying and ignoring the change published they think that they will simply disappear. By helping employees to understand the changes will be easily overcome this phase.
3. Frustration - often cause anger. To remove that anger, employees must be given a chance to express how they feel about the changes. The best way are managers to invite employees to hold one on one session to discuss those changes.
4. Depression - it occurs when employees will realize that management is willing to listen to their comments, but do not act upon them. At this stage, there is a bad mood and lack of energy.
5. Experiment - workers initially engage and begin to think about what the future will look.
6. Decision - employees are more engaged, feeling more positive and learn new ways to work according new changes
7. Integration – changes are fully integrated. Employees decide to give the change a chance. New way of work is now in the function.
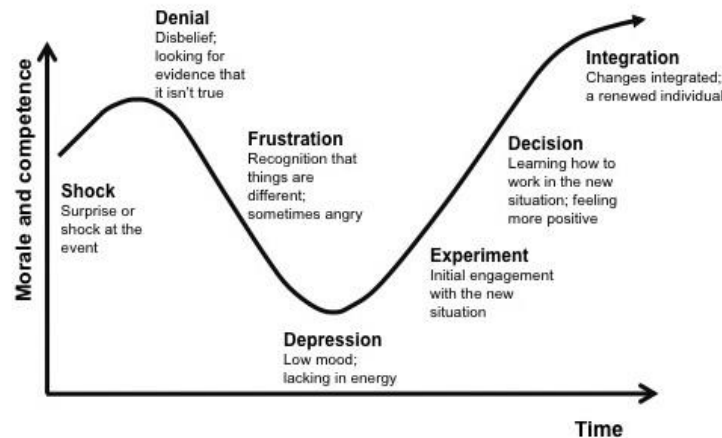
Figure 3. The Kubler-Ross Change Curve (People Help People, 2017)

CONCLUSION

There are numerous divisions of changes depending on how they are observing. However, regardless of the type of change, the ultimate goal of any change is a desired condition that wants to be achieved with that change. Employees initially skeptical and fearful of change, but with process of explanation, training and education of employees should reach to a final state of acceptance of change and implementation of the desired objectives.

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