

Faculty of Human and Social Sciences

Department of Psychology

Level: MA1 work and organization Psychology

Instructor: Ms. Saci Meriem

Module: English

Lesson n°2: Organizational Change and Development

I. Organizational Change

Organizational change refers to the process through which an organization evolves from its current state to a desired future state. It involves making intentional adjustments to various aspects of an organization, such as its structure, processes, culture, technology, or strategies. Change in organizations can be triggered by internal factors (such as new leadership, restructuring, or technology adoption) or external factors (like market shifts, regulatory changes, or societal trends).

Organizational change can take various forms, including incremental adjustments or radical transformations. It often requires effective leadership, strategic planning, and the engagement of employees to ensure successful implementation.

II. Organizational Development (OD)

Organizational development is a planned, systematic effort to improve organizational effectiveness and employee well-being. It involves a holistic approach to enhancing an organization's capacity to adapt and thriving changing environment. OD encompasses various interventions, processes, and strategies aimed at fostering positive organizational change.

Key components of organizational development include:

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- **Diagnosis and Assessment:** Understanding the current state of the organization through Assessments and data analysis to identify areas that need improvement
 - **Interventions:** Implementing targeted interventions, such as team-building exercises, leadership development programs, or process improvements, to address specific challenges and enhance overall organizational performance.
 - **Employee Involvement:** Recognizing the importance of involving employees in the change process their input and support are crucial for the success of organizational development initiatives.
 - **Continuous Learning:** Emphasizing a culture of continuous learning and improvement to adapt to evolving circumstances and remain competitive.

III. Relationship between Organizational Change and Development

Organizational change and development are interconnected concepts. Change often necessitates development initiatives to ensure that the organization is equipped to handle and sustain the changes effectively. Organizational development, on the other hand, may involve planned changes to improve the overall health and functioning of the organization.

In essence, organizational change is a broader term that encompasses any alterations in an organization, while organizational development is a more intentional and strategic effort to enhance the organization's overall well-being and capabilities over the long term. Both concepts are integral to an organization's ability to thrive in a dynamic and competitive environment.

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1. Lewin's Three-Stage Model:

- **Unfreeze:** This stage involves preparing the organization for change by creating awareness, of the need for change and breaking down existing structures.
- **Change (Transition):** The actual change is implemented at this stage .It may involve the introduction of new processes, structures, or systems.
- **Refreeze:** After the change, efforts are made to stabilize the organization at a new state, reinforcing the new behaviors and structures.

2. Kotter's Eight-Step Change Model:

- **Create a Sense of Urgency:** Convey the need for change to generate a collective understanding of the necessity for transformation.
- **Form a Powerful Coalition:** Assemble a team with enough influence to lead the change effort.
- **Create a Vision for Change:** Develop a clear and compelling vision to guide the change initiative.
- **Communicate the Vision:** Ensure the vision is communicated effectively throughout the organization.
- **Remove Obstacles:** Identify and eliminate barriers to change. Create Short-Term Wins: Celebrate early successes to build momentum.
- **Build on the Change:** Use success foundation for further changes.
- **Anchor the Changes in Corporate Culture:** Ensure that the changes become embedded in the organizational culture.