



Change Management
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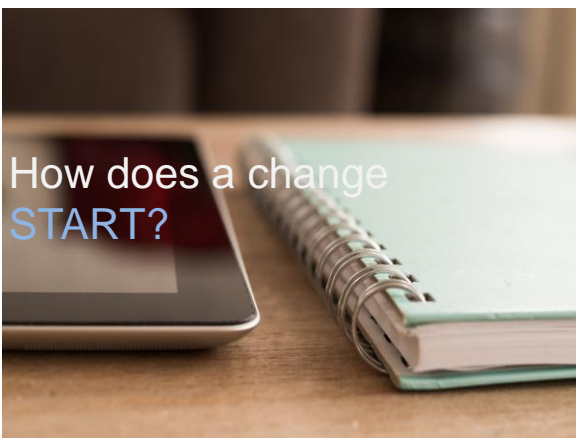
What is change?

What is organizational change?

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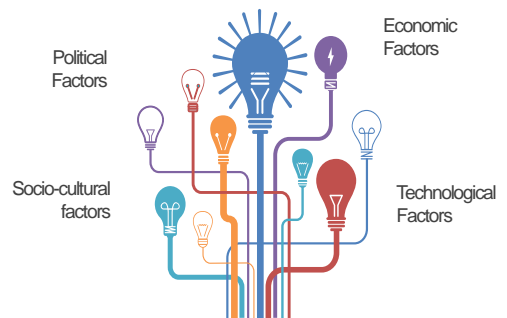
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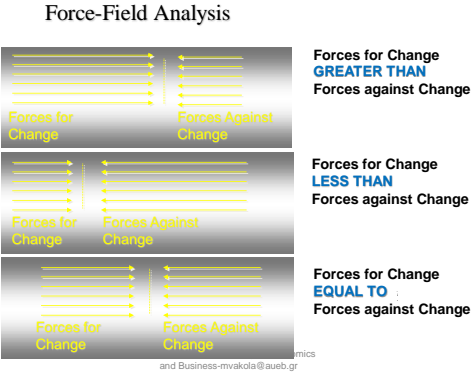
PEST MODEL



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The role of middle management
The sandwich effect

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The superiority syndrome

*When a successful brand
cannot ensure a successful
future*



*'The only thing
in life that is
constant is
change '*

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CHANGE AGENTS

Choosing a Change Agent

Internal Change Agents

External Change Agents

Advantages

- Possess better knowledge of the organization
- Are more quickly available
- Require lower out-of-pocket costs
- Have more control and authority

- Have more objective views of the organization
- Have more experience in dealing with more diverse problems
- Can call on more individuals with diverse expertise
- Have more technical knowledge, competence, and skills available

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Choosing a Change Agent (Cont.)

Internal Change Agents

External Change Agents

Disadvantages

- May be too close to the problem
- May hold biased views
- May create additional resistance if views as part of the problem
- Must be reassigned; not available for other work

- Have less knowledge of the organization
- Require higher out-of-pocket costs
- Have longer start-up time
- Reflect unfavorably on the image of management

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ORGANIZATIONAL CULTURE

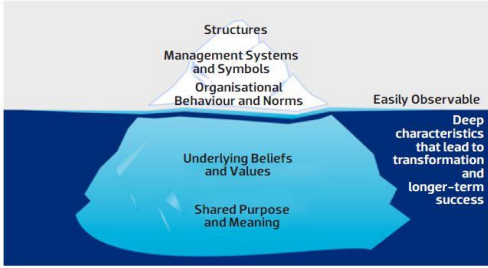
How do we define it & why is it important?

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THE CHALLENGE OF CULTURE CHANGE



Source: *Culture Transformation Report: Sustaining Culture Change*. Hay Group 2012

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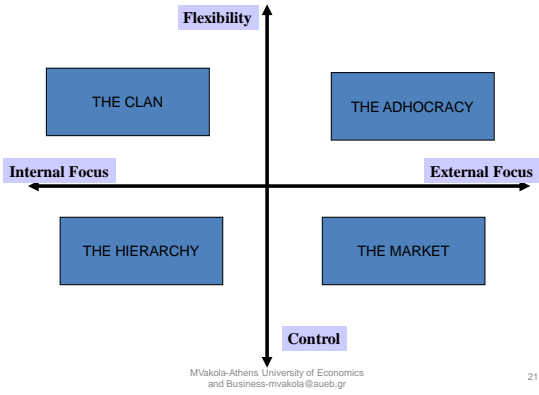
Organizational Culture

- 'Culture is the set of shared, taken-for-granted implicit assumptions that a group holds and that determines how it perceives, thinks about, and reacts to its various environments' (Schein, 1996: pp236)
- 'The way we do things around here'

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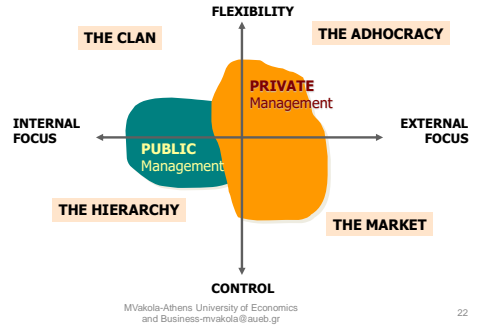
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Public and private sector

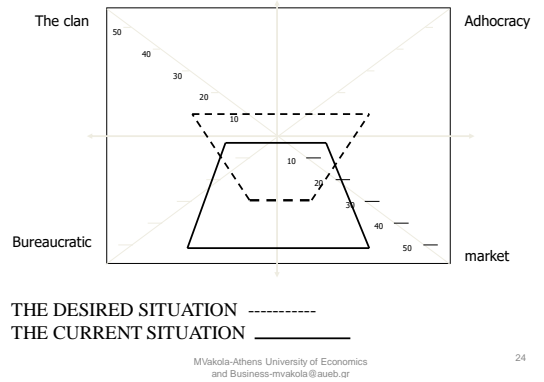


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CULTURE GAP - EXERCISE



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Is it possible to change?

- Leadership
- Communication
- Selection
- Performance management
- Training and development



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CASE STUDY

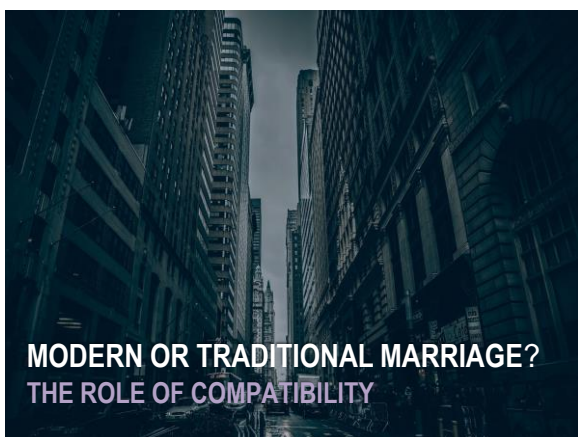


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MODERN OR TRADITIONAL MARRIAGE?
THE ROLE OF COMPATIBILITY



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RESISTANCE
TO
CHANGE

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Why old habits die hard?



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Even in ideal change circumstances do you think that all the people would accept change?

Personality factors (Big 5)

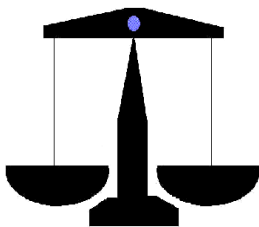
- Extraversion
- Neuroticism
- Agreeableness
- Openness to new ideas
- Conscientiousness

- Self Esteem
- Locus of control (internal-external)
- Resilience
- Tolerance to ambiguity
- Optimism



BENEFIT

COST

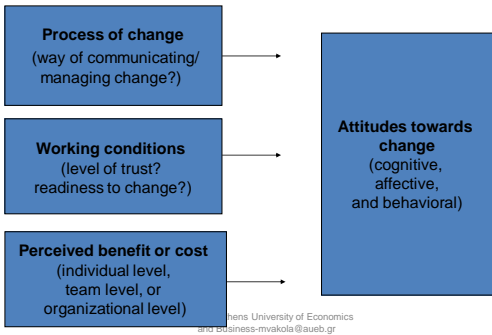


More specifically.....

Perceived benefit

		Low	High
Perceived cost	Low	Low Cost + Low Benefit = Indifference	Low Cost + High Benefit = Favorable
	High	High Cost + Low Benefit = Resistance	High Cost + High Benefit = Conflict

More inclusively

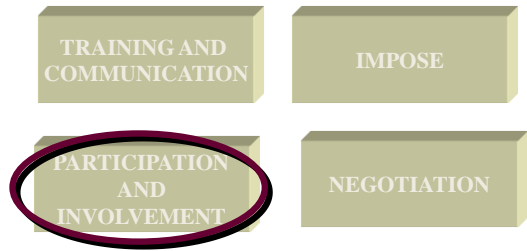


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Dealing with resistance



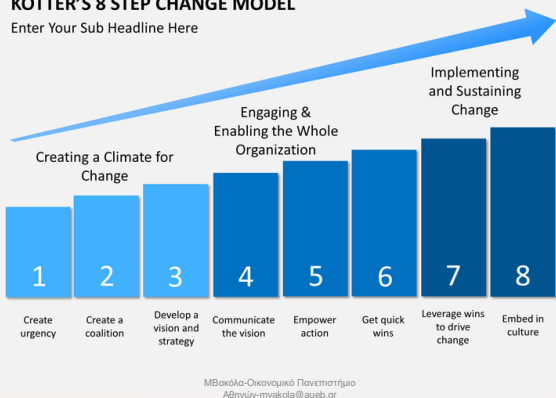
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KOTTER'S 8 STEP CHANGE MODEL

Enter Your Sub Headline Here



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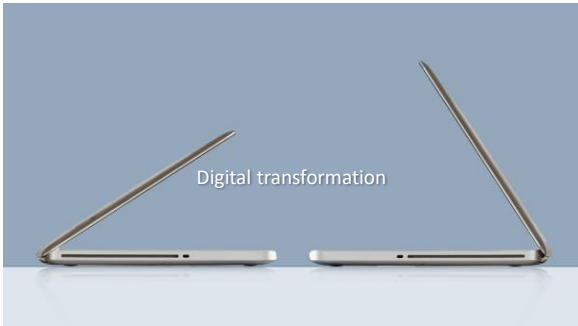
Communicating change

- Face-to-face
- Supervisor's key role
- Informal leader
- Use of many communication channels
- Targeted communication - Communication plan

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- Digital transformation is not only related to technology

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Obstacles to digital transformation

1. Organizational Culture
2. Resistance to change
3. Infrastructure
4. Lack of digital skills

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**EXAMPLE
DIGITAL TRANSFORMATION
PRIVATE HEALTH SECTOR**

Notes from a meeting

1) A nurse from a paperless department

Doctors can see all the measurements at any time and so we do not have delays in decisions, no mistakes are made, you have the information you need exactly at the time you need it, it is great, why we didn't implement it sooner?

2) A nurse from a department with no changes at all

However, I do not trust machines and I do not see what they can do. We have machines we do not need more. It is not so bad to go upstairs to bring a file. You see your colleagues and say good morning. It is not bad. We will be alienated at the end.

3) A doctor

I am so tired after a surgery that there is no way that I will use a PC for inserting the data. It is not my job. My job is to save lives. An administrator can do it.

4) An administrator

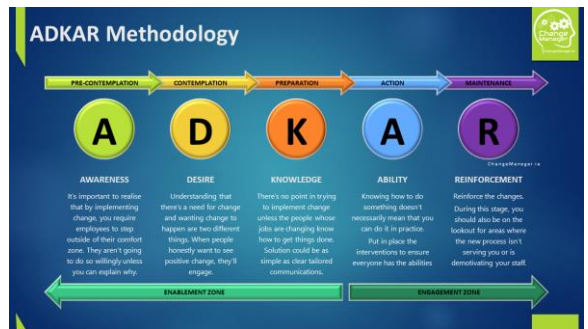
I cannot see how we can benefit from the new system. We will still need to keep paper records, so why doing double the effort. I cannot see how

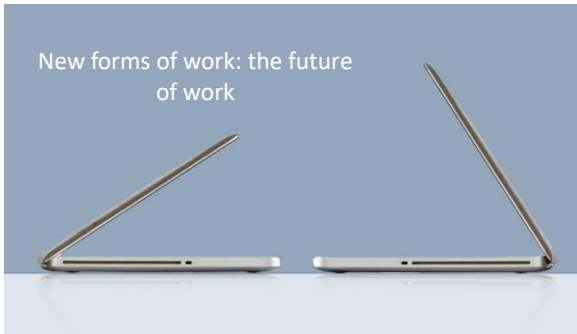
5) A supervisor nurse from a department that the change was announced

I will inform the nurses in my team to send you what you want but I am not part of it. I am sorry, I have patients to take care of.

The ADKAR model

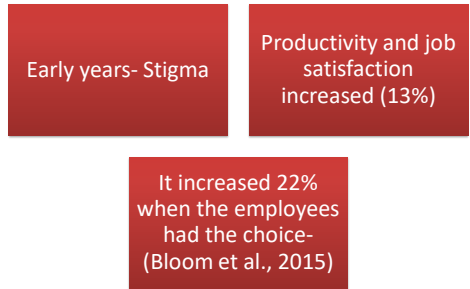
- The ADKAR model was developed by Jeffery Hiatt (founder of the PROSCI organisation in the USA) and is an acronym for the 5 key elements (goals) of change. The ADKAR model can be used to effectively plan out change both for individuals and organisations by delivering against the 5 goals/elements
- Awareness** (of the need to change)
 - Desire** (to engage & participate in and actively support the change)
 - Knowledge** (on how and what to change)
 - Ability** (to adopt/develop the required behaviours and skills successfully)
 - Reinforcement** (to sustain the change and resist return to old ways)





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From teleworking to work from anywhere



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Benefits



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Issues

- Burnout and Isolation
- Digital Skills
- Performance Management
- Security
- Work life balance

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Short case

- A private real estate agency of 67 employees want to implement a hybrid working model. The owner and managing director thinks that employees will not be so productive.
- He thinks that hybrid work is not for his company and they will lose contact with their clientele.
- The management team is also reluctant.
- How can we change this culture?

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Thank you for your co-
operation!

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