

Strategi Manajemen Perubahan

Pertemuan 5

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strategi sebagai suatu seni dan ilmu dari pembuatan (formulating), penerapan (implementing), dan evaluasi (evaluating) keputusan-keputusan strategis antar fungsi yang memungkinkan sebuah organisasi mencapai tujuantujuan dimasa mendatang. Beberapa pakar mendefinisikan strategi dengan penekanan-penekanan yang berbeda.(Sagala, 2005)

Change management strategy is defined as the way an organization will generally address change in and around it. It is a mechanism that aims to minimize any negative effects the changing events bring about, while at the same time capitalizing on the transformation.

<https://www.youtube.com/watch?v=O4hVfuiHH64&list=RDLVO4hVfuiHH64&index=1>

STRATEGIC CHANGE MANAGEMENT

- * **Strategic change management** is the process of managing change in a **structured** and **thoughtful** way in order to **meet organizational goals, objectives and missions**.
- * Therefore, change management and related processes present many managerial challenges and, consequently, requires a **systematic, structured, purposeful** and **integrated approach**.



Change management

- It is a **holistic** and **structured** approach for enabling and supporting individual change. It requires tools, processes, skills and principles to be effective. In the end, the degree to which the people side of change is effectively managed determines the value a project or initiative delivers to the organization.

There are four key features of change management:

- Change is the result of dissatisfaction with present strategies
- It is essential to develop a **vision** for a better alternative
- Management have to develop strategies to **implement change**
- There will be **resistance** to change

Change Management Strategy elements:

- ❖ **Situational awareness** - understand the change and who is impacted
 - ie, **Change characteristics, Organizational attributes ,Impacted groups** -
- ❖ **Supporting structures** - team and sponsor structures
- ❖ **Strategy analysis** - risks, resistance and special tactics

- Formulating the change management strategy is the first critical step in implementing a change management methodology.
- The strategy **provides direction** and results in **informed decision making** throughout the change process.
- A well-formulated strategy really brings the project or change to life, describing **who** and **how** it will impact the organization.

Strategi Manajemen Perubahan Ada beberapa jenis strategi manajemen perubahan. :

- 1. Political strategy : Pemahaman mengenai struktur kekuasaan yang terdapat dalam sistem sosial.
- 2. Economic Strategy : Pemahaman dalam memegang posisi pengaturan sumber ekonomik, yaitu memegang posisi kunci dalam proses perubahan berencana.
- 3. Academic Strategy : Pemahaman bahwa setiap manusia itu rasional, yaitu setiap orang sebenarnya akan bisa menerima perubahan, manakala kepadanya disodorkan data yg dapat diterima oleh akal sehat (Rasio).
- 4. Enginering Strategy : Pemahaman bahwa setiap perubahan menyangkut setiap manusia.
- 5. Military Strategy : Pemahaman bahwa perubahan dapat dilakukan dengan kekerasan/ paksaan.
- 6. Confrontation Strategy : Pemahaman jika suatu tindakan bisa menimbulkan kemarahan seseorang, maka orang tersebut akan berubah.
- 7. Applied behavioral science Model : Pemahaman terhadap Ilmu perilaku.
- 8. Followship Strategy : Pemahaman bahwa perubahan itu dapat dilakukan itu dapat dilakukan dengan mengembangkan prinsip kepengikutan.



Strategies for managing change

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 Change manage....html ^

 Seven-Steps-for-S....pdf ^

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strategies for managing your change

1. Decide on your change goal

- Start with the end in mind. What do you want to achieve? How will you know if it has been achieved? Who is affected and how will they react? How much can you do yourself and how much help do you need?
- You need to have a clear vision - people like to either see/hear or feel the change.

2. Consider Timings

- Think about the best time to instigate change.. For example, improvements in work practices may be more acceptable in times of recession when people are concerned about keeping their jobs.

Conti.....

3. Be aware of Culture

- Most change initiatives fail because of a lack of recognition of the importance of culture. It is difficult to define, but if change is to work, you need to be aware of "the way we do things around here".

4. Create visible short term wins

- Help people to see the benefits of change in the short term. For example, if you are changing how you interact with customers, publicise some of the positive feedback from them to encourage staff to continue with the new ways of working.

Communicate

Recognise that effective communication may be the single most important factor in overcoming resistance to change. Communicate your vision and strategic intent clearly. Be honest and encourage two way discussion.

Strong supporter



Strong blocker



Weak supporter



Weak blocker



Strategies for Managing Change –in a Nutshell.

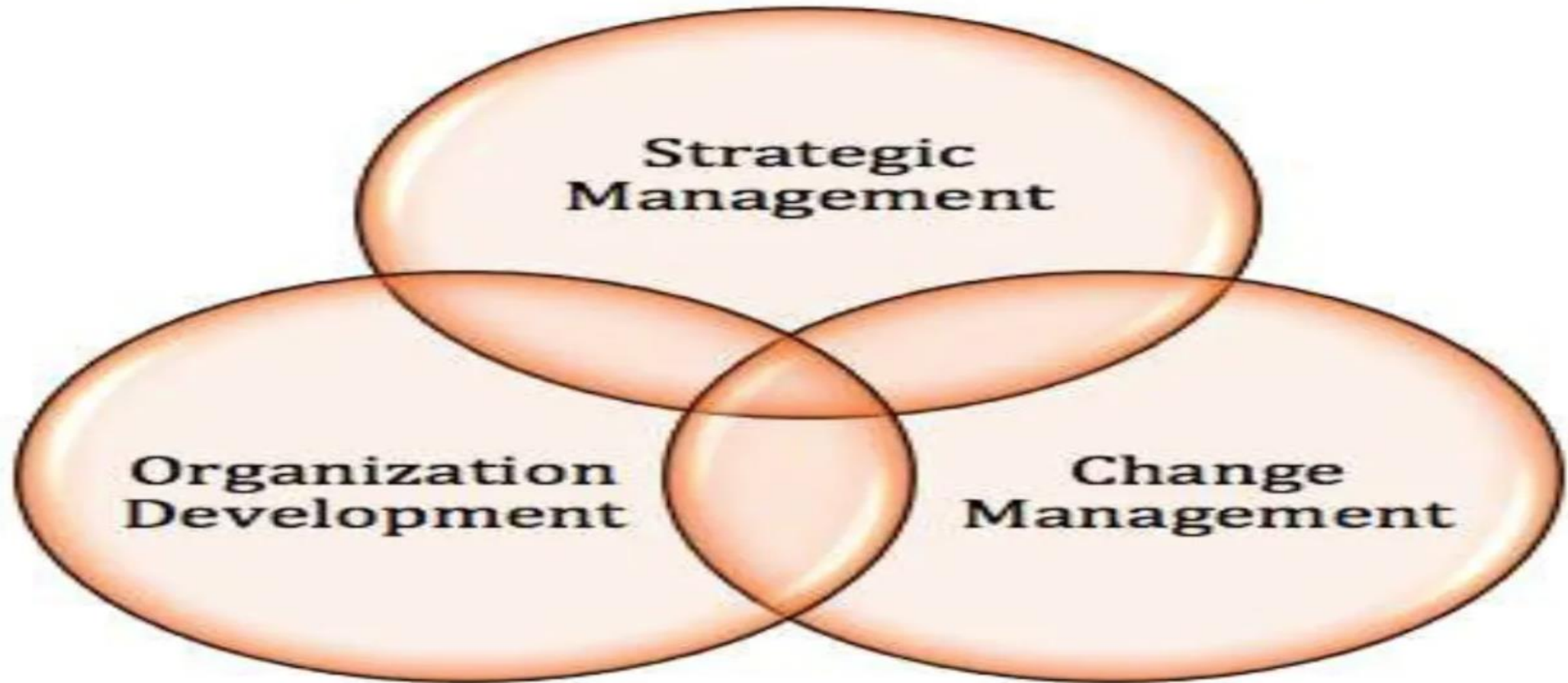
- 1. Hold Management Visioning and Planning
- 2. Agree a clear vision of what change will achieve
- 3. Assemble a change management team
- 4. Engage and involve all employees through workshops and other communication methods
- 5. Amend vision and plan based on discussions with employees
- 6. Communicate with imagination
- 7. Manage change project
- 8. Stay committed until change is established (refrozen)

STRATEGIC CHANGE MANAGEMENT

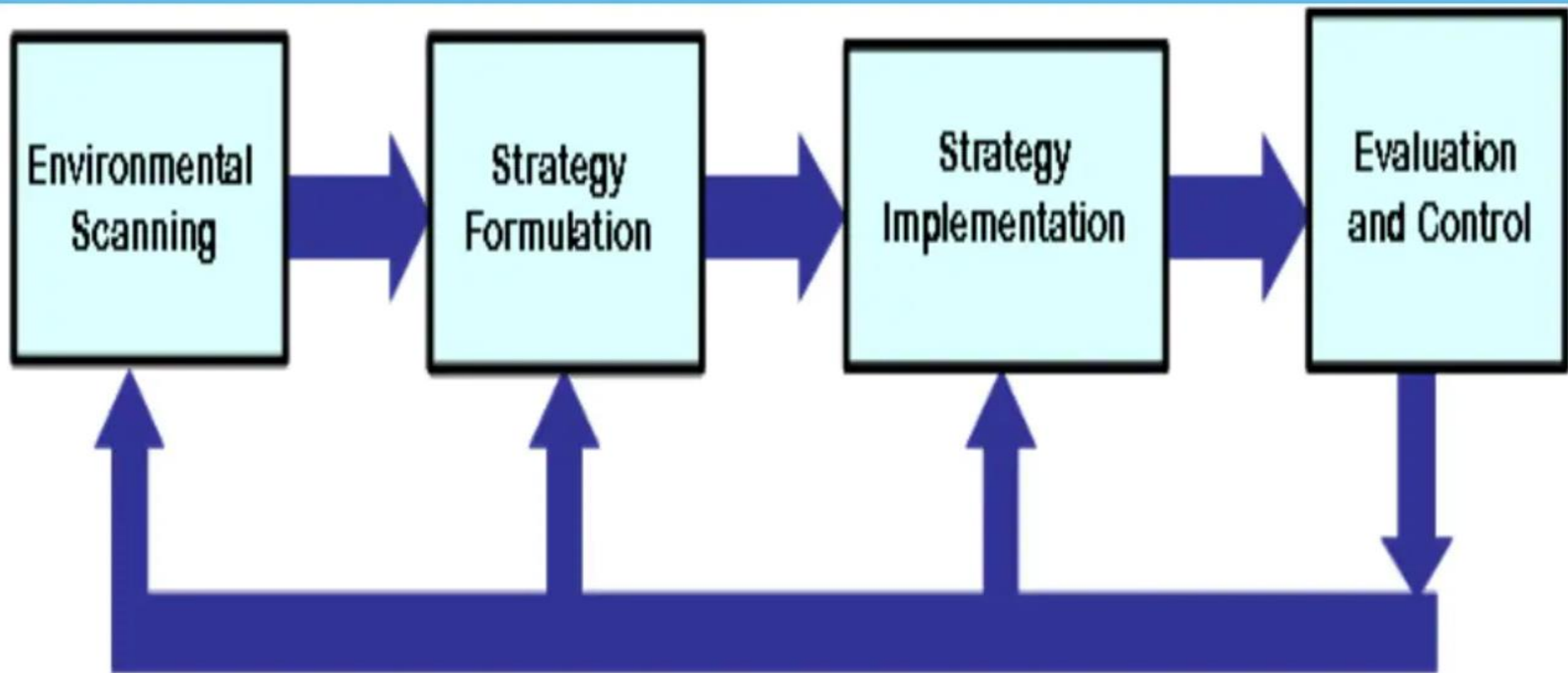
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INTEGRATED MANAGEMENT APPROACH



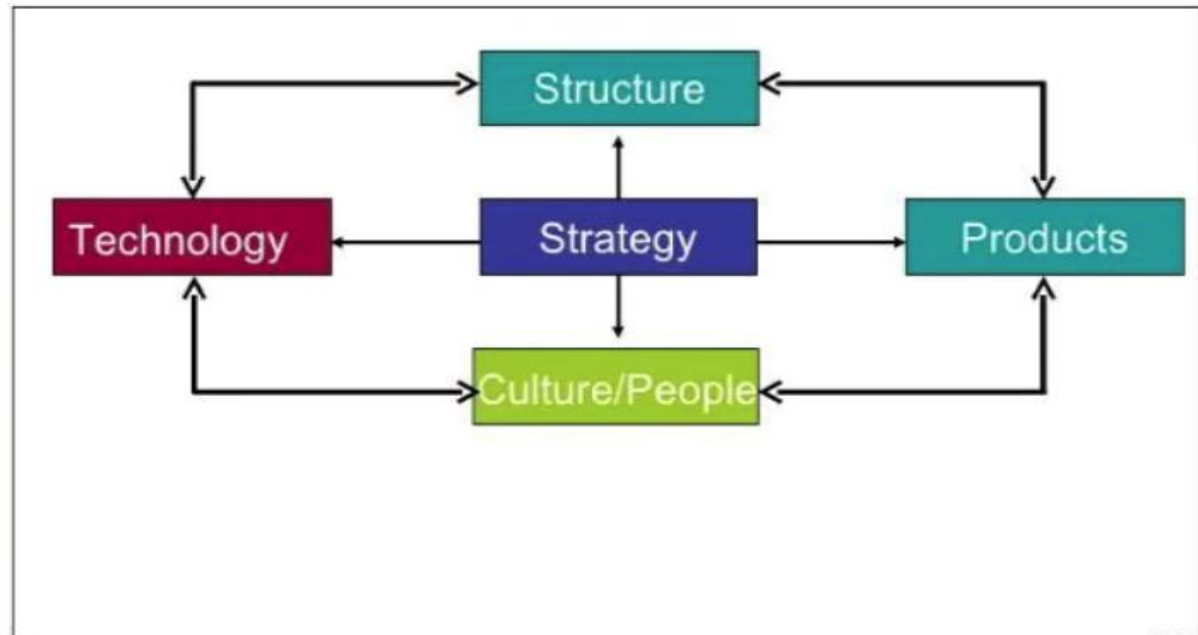
4-STEP STRATEGIC MANAGEMENT PROCESS



AREAS/TYPES OF CHANGE: S-P-O-T-S

- * Strategy
- * People
- * Organizational culture
- * Technology
- * Structure

Areas of Organizational Change



MANAGERIAL TECHNIQUES TO REDUCE RESISTANCE TO CHANGE



WHY IT IS SO CHALLENGING TO REDUCE RESISTANCE TO CHANGE?

- * People and their behaviour is the most difficult to change because unlike structure and technology, in which managers have absolute control, **managers do not have absolute control over peoples' thinking, attitudes and perceptions.**
- * *“Unlike technology, structure, processes and strategy, people talk back when confronted by uncomfortable levels of change.”* (Cotter: 2014)
- * People are the greatest source of resistance to change because people have **minds of their own** i.e. they have **personalized and subjective views** regarding change.
- * Change must **involve the people** - change must not be imposed upon the people

MANAGERIAL TECHNIQUES TO REDUCE RESISTANCE TO CHANGE



REASONS FOR RESISTANCE

REASON	DESCRIPTION
Fear of losing something of value	<ul style="list-style-type: none">• Focus on best interests for self rather than total organization• May result in "political" behavior, power struggles
Misunderstanding and lack of trust	<ul style="list-style-type: none">• Perception that change may result in more personal losses than gains• Stems from mistrust between managers and employees
Different assessments	<ul style="list-style-type: none">• Different groups have different information
Low tolerance for change	<ul style="list-style-type: none">• Fear of new requirements/expectations• Change may be asking too much, too quickly

DEALING WITH RESISTANCE

STRATEGY	DESCRIPTION
Education and communication	<ul style="list-style-type: none">• Explain in advance the need for and logic of a change
Participation and involvement	<ul style="list-style-type: none">• Garner input from the people involved in the change
Facilitation and support	<ul style="list-style-type: none">• Provide support (education, training, listening, etc.)
Negotiation and agreement	<ul style="list-style-type: none">• Offer incentives, negotiated agreements
Manipulation and co-optation	<ul style="list-style-type: none">• Selective use of information and conscious structuring of events—use with caution
Explicit and implicit coercion	<ul style="list-style-type: none">• Force acceptance of change by offering threats—risky but sometimes necessary

BEST PRACTICE CHANGE MANAGEMENT PRINCIPLES

- * At all times **involve** and **agree support** from people within system (e.g. the environment, processes, culture, relationships, behaviours - whether personal or organizational)
- * Understand where you/the organization **is at the moment (status quo)**
- * Understand **where you want to be, when, why, and what the measures** will be for having got there
- * **Plan development** towards above in appropriate **achievable measurable stages**
- * **Communicate, involve, enable and facilitate involvement** from people, as early and openly and as fully as is possible.

APPLYING THE 7-STEP, ORGANIZATIONAL STRATEGIC CHANGE MANAGEMENT PROCESS

- * **STEP 1: Forces for change** (internal and environmental forces) which **affect:**
- * **STEP 2: Performance outcomes** (individual, group and organizational) which **encourages**
- * **STEP 3: Diagnosis of the problem** (information, participation and change agent) which **leads to**
- * **STEP 4: Selection of appropriate intervention** (structural, behavioural and technological) as **constrained** by S-P-O-T-S
- * **STEP 5: Limiting conditions** (leadership climate, formal organization structure and organization culture)
- * **STEP 6: Selection and Implementation of the method** (timing, scope and experimentation) **provision** for
- * **STEP 7: Evaluation of the method** (feedback, adjustment, revision, reinforcement)

STEP 1: FORCES FOR CHANGE - INTERNAL AND EXTERNAL STRATEGIC ASSESSMENT

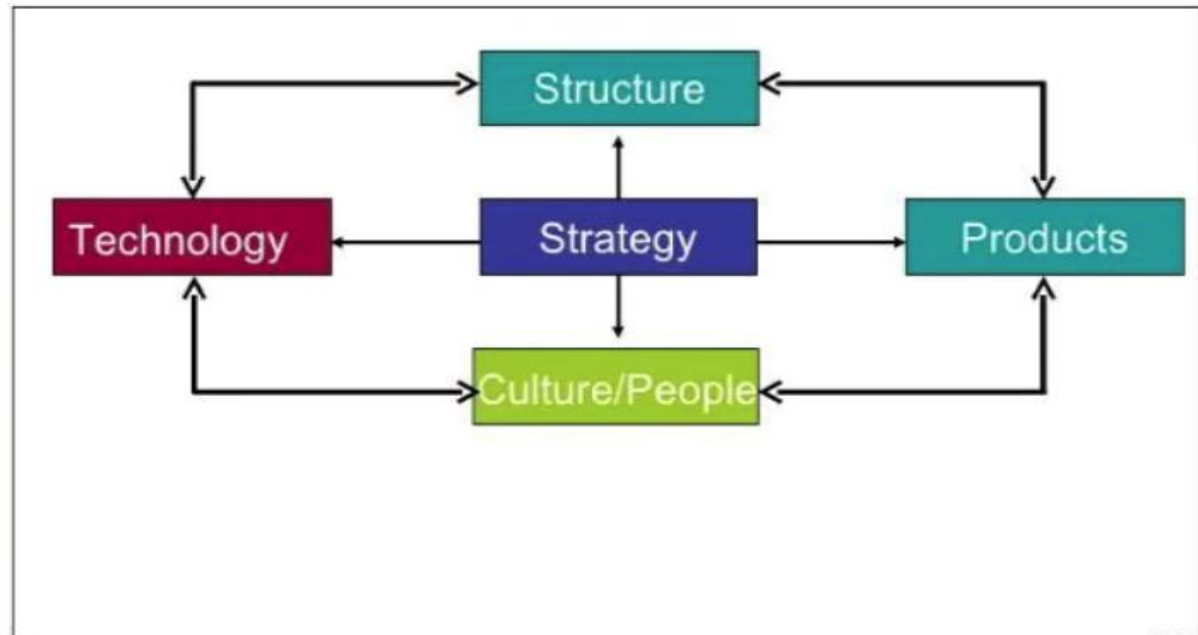
- * Step one of the strategic change management process starts with an **assessment** of the organization's **Mission** and **Vision**, **challenges (pains)**, **enablers** and **values**.
- * The following strategically-relevant items form the **scope to be scrutinized** by business managers:
 - ❖ The company's **mission statement**
 - ❖ The company's **strategic plan/vision**
 - ❖ The **financial status** of the organization
 - ❖ How the organization is currently **structured and operating**
 - ❖ The **level of expertise** of their employees
 - ❖ **Customer satisfaction level**
- * **Tools:**
 - ❖ SWOT Analysis
 - ❖ PESTEL Analysis



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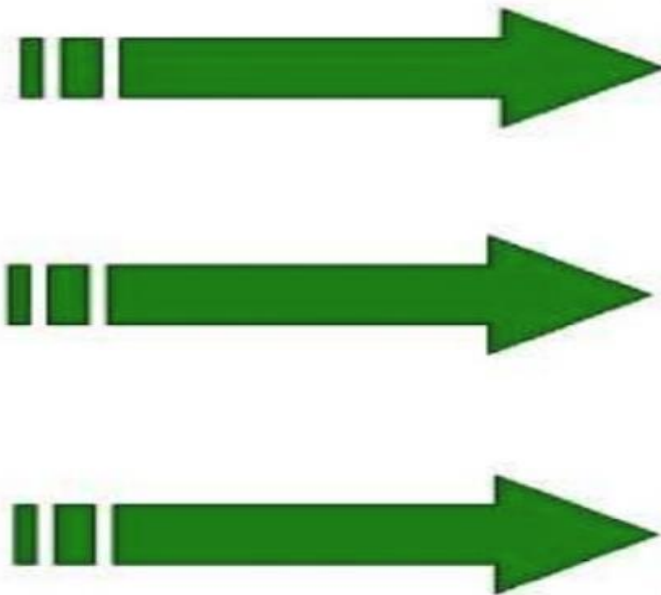
Areas of Organizational Change



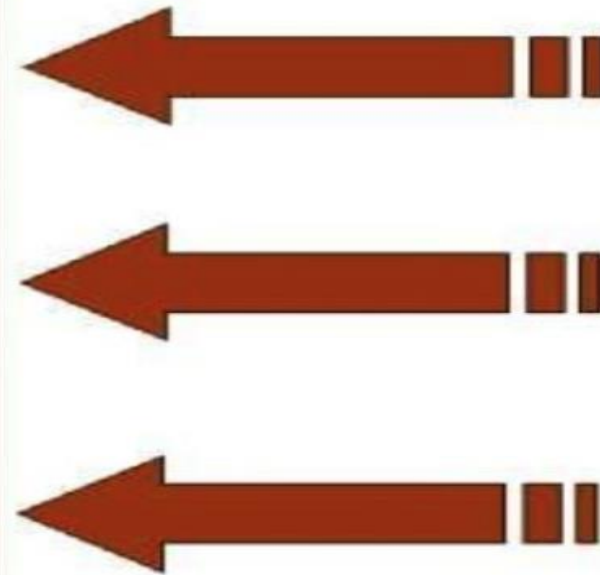
STEP 5: LIMITING CONDITIONS - FORCE FIELD ANALYSIS

FORCE FIELD ANALYSIS – KURT LEWIN

DRIVING FORCES
(Positive forces for change)



RESTRAINING FORCES
(obstacles to change)



Present
State
or
Desired
State

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