

# MANAJEMEN PERUBAHAN

Pertemuan 3

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PROGRAM STUDY MANAJEMEN

FAKULTAS EKONOMI ILMU SOSIAL DAN HUMANIORA

UNIVERSITAS AISYIYAH YOGJAKARTA

1, EKMA4565 MANAJEMEN PERUBAHAN - KONSEP DASAR PERUBAHAN

[HTTPS://WWW.YOUTUBE.COM/WATCH?V=PP46AUN\\_RUC](https://www.youtube.com/watch?v=PP46AUN_RUC)

2, TEORI PERUBAHAN SOSIAL

[HTTPS://WWW.YOUTUBE.COM/WATCH?V=IQOIP8N8AWQ](https://www.youtube.com/watch?v=IQOIP8N8AWQ)

3, INTRODUCTION TO THEORY OF CHANGE

[HTTPS://WWW.YOUTUBE.COM/WATCH?V=VTMRMKFMDM4](https://www.youtube.com/watch?v=VTMRMKFMDM4)

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[HTTPS://WWW.YOUTUBE.COM/WATCH?V=2OG\\_YYFPEMQ](https://www.youtube.com/watch?v=2OG_YYFPEMQ)

# PENGERTIAN MENURUT PARA AHLI

- ~~Menurut Prof. Dr. J. Winardi~~  
Manajemen perubahan merupakan sebuah upaya yang dilakukan agar dapat mengendalikan perubahan secara efektif.
- Menurut Wibowo  
Manajemen perubahan merupakan sebuah proses yang bersifat sistematis agar dapat mengaplikasikan ke berbagai macam pengetahuan, sarana serta sumber daya untuk mempengaruhi perubahan kepada pihak lain.
- Menurut Coffman dan Lutes  
Manajemen perubahan merupakan pendekatan yang terstruktur yang berguna untuk membantu individu ataupun organisasi bertransisi dari kondisi saat ini ke kondisi baru yang lebih baik.

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- Teori adalah hubungan beberapa konsep atau suatu kerangka konsep atau definisi yang memberikan suatu pandangan sistematis terhadap gejala-gejala atau fenomena dengan menentukan hubungan spesifik antara konsep-konsep tersebut dengan maksud untuk menguraikan, menerangkan, meramalkan, dan atau mengendalikan suatu Fenomena. Yang telah diuji dan diterima kebenarannya.
  - Konsep: Konsep adalah suatu keyakinan, ide atau gagasan terhadap sesuatu yang belum bisa diterima kebenarannya,



# TEORI MANAJEMEN PERUBAHAN

Teori manajemen perubahan menurut teori Force Field dan Kurt Lewin (1951), merupakan teori yang terjadi karena adanya tekanan terhadap organisasi atau kelompok serta individu, dimana kekuatan tekanan akan berhadapan dengan keengganan untuk berubah.

beberapa langkah yang dapat dilakukan untuk mengelola perubahan, yaitu:

- Unfreezing  
Merupakan proses penyadaran terhadap keperluan dan adanya kebutuhan untuk berubah.
- Changing  
Merupakan sebuah tindakan yang baik dilakukan untuk memperkuat tekanan atau memperlemah keengganan.
- Refreezing  
Merupakan cara untuk membawa kembali organisasi atau kelompok serta individu kepada keseimbangan yang baru.

# TUJUAN MANAJEMEN PERUBAHAN

- Untuk dapat menyesuaikan diri terhadap perubahan yang dapat terjadi baik dalam lingkungan eksternal maupun lingkungan internal.
- Untuk dapat memperbaiki efektivitas perusahaan seperti tenaga kerja, struktur organisasi, perbaikan sistem sehingga dapat bersaing di pasar ekonomi modern.
- Untuk dapat mempertahankan jangka hidup perusahaan baik dalam jangka pendek maupun panjang.

# JENIS-JENIS MANAJEMEN PERUBAHAN

## Perubahan Operasional

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- Perubahan operasional merupakan perubahan yang bersifat parsial atau sebagian dan biasanya tidak memiliki dampak atau pengaruh yang besar bagi team lainnya, seperti perubahan kemasan produk atau seragam karyawan.

## Perubahan Strategis

- Perubahan strategis merupakan perubahan yang memiliki dampak atau pengaruh luas dan memerlukan berbagai dukungan dari team terkait atau bahkan bisa memerlukan dukungan seluruh komponen perusahaan sehingga apabila satu komponen dirubah maka yang lain akan ikut berubah.





# PENDEKATAN MANAJEMEN PERUBAHAN

## Pendekatan Rasional Empiris

- Pendekatan rasional empiris dalam manajemen perubahan didasarkan pada keyakinan adanya perilaku seseorang yang dapat diprediksi sehingga memberikan perhatian khusus bagi kepentingan diri mereka sendiri.
- Ada beberapa komponen dalam pendekatan rasional empiris percaya bahwa target perubahan ditutupi oleh berbagai takhayul, ketidaktahuan serta memelihara rasionalitas.

## Pendekatan Normatif Reedukatif

- Pendekatan normatif reedukatif merupakan pendekatan yang ditekankan kepada bagaimana seorang manajer perubahan dapat bertindak dan mempengaruhi dengan cara tertentu sehingga staff nya dapat berubah.

## Pendekatan Kekuasaan Koersif

- Pendekatan kekuasaan koersif merupakan pendekatan yang memaksa agar manajemen perubahan dapat digunakan secara semena-mena atau naif oleh sebagian orang sehingga menjadi bentuk standar dari manajemen perubahan.

## Pendekatan Lingkungan Adaptif

- Pendekatan lingkungan adaptif merupakan pendekatan yang menekankan kepada meletakkan, bagaimana dan kapan membuat aturan, mengatasi kelekatan dengan norma yang ada serta mengeksploitasi kekuatan perusahaan.



# PROSES MANAJEMEN PERUBAHAN

- Identifikasi perubahan  
~~Dilakukan agar perusahaan dapat mengenal perubahan yang terjadi.~~
- Perencanaan perubahan  
Dilakukan agar dapat menganalisis lebih mendalam baik berkaitan dengan teknik ataupun pemilihan strategi dalam perubahan.
- Implementasi perubahan  
Terjadi ketika saat proses pencairan, perubahan maupun pembekuan.
- Evaluasi dan umpan balik  
Dilakukan dengan mengumpulkan data yang lengkap sehingga hadirnya bisa di umpan balik ke tahap 1 dan dampak perubahan dapat dirasakan bersama.

# 6 STEPS TO BUILD A SUCCESSFUL CHANGE MANAGEMENT PROCESS

six steps to the Asana Way of Change:

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- Define your why
- Discover your now
- Design your first workflow
- Enable your team and celebrate wins
- Get setup for future success
- Measure and expand your use

# 1. DEFINE YOUR WHY

Before you roll this change out to your organization, you first need to know: why are you doing this? What pain points is this change solving? Though not every member of your organization will be thrilled with the change—because we're all pretty change averse—having a concrete reason for why you're doing this will help.

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**There are three different elements to defining your “why:”**

**First, craft your “why statement”**

- To start, document why you're implementing this organizational change. This “why statement” will be your compass for all of the work to come.
- “[Team/Organization name] is implementing this new work management tool in order to [manage these projects and processes]. In doing so, we hope to [alleviate these pain points] and [accomplish these goals].”
- For example, if you're rolling out a work management tool, you might write:
- “Our company is implementing this new work management tool in order to improve cross-functional collaboration and visibility. In doing so, we hope to increase company productivity and complete more projects on schedule.”

## Then, define success metrics

- You'll also want to define what success looks like for your change management process. Sit down with the team leading the change to set metrics. Some metrics include:
  - By when this change should be rolled out
  - Adoption or training percentages across the company
  - Utilization rate across the company by a certain date
- For example, to roll out a work management tool, you might have some of the following metrics:
  - We will start rolling out this tool to a small group on March 3rd. Employees will have the opportunity to opt-in in mid-June. Then, everyone at our company should be onboarded and familiar with the tool by July 17th.
  - Teams should send weekly project status reports in the work management tool, and work should be managed exclusively in the tool.
  - 100% of employees should be active on the tool by July 30th.



- **Finally, assemble your Adoption Alliance**
- Rolling out an organizational change isn't a one-person job. You need a team of people, and your Adoption Alliance is that team. There are three types of Adoption Alliance members:
  - The convention setter. This is a workplace influencer. Your convention setter or setters will help you define how you'll use your new work management tool across the company. They might lead trainings or answer questions team members have along the way.
  - The awareness builder. This is a member (or members) of the leadership team. Your awareness builders may not be as close to the change being implemented, but they'll be the voice of support. The awareness builder should communicate your "why statement" in order to increase team buy-in
  - The product advocate. These are individual contributors or early adopters who are excited to help build momentum for this change.



## 2. Discover your now

- In order to implement broad-scale change, you first need to start small. Choose one workflow to implement in the new system first, so your Adoption Alliance can build practices and examples before you roll it out completely. Ideally, choose a workflow that is collaborative and broad, so you can work out any kinks before you implement change.
- ~~For example, to roll out a new work management tool, you might select a team or department, like the Marketing department. Before introducing the Marketing department to your new tool, consider building out demo environments of how they might use it. For example, you might show them how they can run more collaborative marketing campaigns with the new tool.~~

## 3. Design your first workflow

- This is your chance to test out your new change on one workflow or process. Your convention setter should hold a training for the selected team or workflow. Make sure your product advocate is also on hand to help celebrate wins and document the process working effectively.
- At this point, you'll likely run into questions you haven't thought of before. Make sure to document frequently asked questions (and their answers) so you can implement them in your documentation when you roll this change out more broadly.
- For example, in the rollout of your new work management tool, you've already built demo environments for the marketing team. All that's left is to hold training sessions with the team to show them how the tool works. Encourage them to plan cross-functional initiatives, like the marketing campaign you demoed, in this tool. Check in frequently to see how the roll out is going and answer any questions the team might have. Throughout, document their successes as well, so you can use these moments to inspire other teams to adopt the tool.

## 4. Enable your team and celebrate wins

- Your team is getting set up in your chosen workflow. Make sure to check in with them frequently about how it's going, and celebrate any wins—even small ones. ~~Getting this momentum up front will not only help your change gain steam—it'll also build an entire cohort of pro-change people who can~~ become product advocates in their own right when you roll this change out more broadly.

## 5. Get set up for future success

- At this point, your team should be up and running in the new way of operating. Use this time to celebrate your team's early victories, collect regular feedback, monitor tool adoption, and build upon best practices. Including FAQ documentation, help sessions, and a plan for continuous onboarding of new teammates in a central place will ensure long-term success.

## 6. Measure and expand use

- Once you feel like you've worked out the issues in the first change, it's time to roll it out more broadly. Use the training sessions, FAQ documentation, and prep you've done with your first workflow to help guide other teams. Depending on the size of your company, plan to hold office hours with your Adoption Alliance to answer any questions. Encourage your product advocate(s) to check in and celebrate wins frequently, in order to help your new **work management tool** gain momentum.



# THE BENEFITS OF CHANGE MANAGEMENT

Effective change management processes can help you:

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- Build momentum at your company
- Reduce resistance to change
- Increase the likelihood of successful change
- Reduce any potential negative impact of the change



# EIGHT MAIN CHANGE MANAGEMENT MODELS ORGANIZATIONS TURN TO FOR INSPIRATION.

## 1. Lewin's change management model

- This model is named after its originator, Kurt Lewin, who developed it in the 1950s. It's divides the change process into three steps:
- **Unfreeze** This is the preparation stage. Analyze how things work now, so you accurately understand what needs to change to get the intended results. In this stage, you also make your case to employees and communicate what to expect so everyone impacted is prepared.
- **Change** This is the implementation phase. Put the change into practice, and keep communicating and providing support for all employees involved.
- **Refreeze** To avoid falling back into the old way of doing things, develop a strategy to check in and make sure the change sticks. Review how the new processes work and measure how well you've reached your goals.

## 2. The McKinsey 7-S model

- Developed by McKinsey & Company consultants this model involves breaking a change program into seven components to focus on:
  1. Change strategy
  2. Structure of your company
  3. Business systems and processes
  4. Shared company values and culture
  5. Style or manner of the work
  6. Staff involved
  7. Skills your staff have
- Breaking organizational change down into these core components helps to avoid overlooking any important factors.

### 3. Kotter's change management theory

- Harvard professor and change management expert John Kotter created a theory focused primarily on the people involved in a change process and their psychology. He divides it into eight steps:
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1. Create a sense of urgency to motivate people
  2. Build your change team with leaders and change agents of various skills and departments
  3. Define your strategic vision for what you want to accomplish
  4. Communicate with everyone involved in the change management process to get them on board and make sure they know their role
  5. Identify roadblocks and address anything causing friction
  6. Create short-term goals to break your change management plan into achievable steps
  7. Keep up the momentum throughout the process of implementation
  8. Maintain the changes after the initial project is complete



- **4. ADKAR change management model**

- The ADKAR model, developed by Jeff Hiatt, the founder of Prosci, formulates five main goals to base your change management process on.
- **Awareness** Ensure everyone in your organization understands the need for change
- ~~**Desire** Make your case so that everyone involved wants the change~~
- **Knowledge** Provide the information each person needs on how to accomplish their part of the change process
- **Ability** Make sure all employees have the skills and training they need to successfully do their part
- **Reinforcement** Continue to work with employees and stakeholders after the change is accomplished, to make sure they stay on top of doing things the new way

- **5. Nudge theory**

- The nudge theory is less a step-by-step model than employing a particular mindset to encourage change. Instead of issuing top-down **change requests** from senior executives and expecting people to fall in line, the nudge theory is about finding a persuasive way to nudge your employees toward wanting the change on their own. This involves thinking about the change you want to make from your employees' point of view, presenting it based on how it will benefit them, treating it as a recommendation more than a command, and listening to **feedback throughout the process.**



## 6. Bridges transition model

- Created by the change consultant William Bridges, this model emphasizes the emotional transition people go through in the course of experiencing and accepting a change. The model recognizes three stages companies should help guide employees through:
  - **Ending, losing, and letting go**—For many people, the first reaction to change is a resistance marked by fear and discomfort.
  - **The neutral zone**—When the change is starting to take place, people will be stuck between letting go of the old status quo and welcoming the new.
  - **The new beginning**—Finally, if handled well, once the new change is in place people will enter the stage of acceptance and comfort with the new way of doing things.

## 7. Kübler-Ross change management framework

- **Denial**—Refusal to believe is a common knee-jerk response to information a person doesn't want to hear.
- **Anger**—When an unwanted change feels forced on a person, anger is natural.
- **Bargaining**—People may try to push for a compromise to avoid having to accept the change entirely.
- **Depression**—If employees are upset about the change and feel hopeless about it, they may enter a stage of depression.
- **Acceptance**—When people realize there's no other option, they eventually reach the point of acceptance.
- Ideally, you want to design your change approach to address these potential feelings head-on and keep employees from experiencing the worst of them.

- **8. The Satir change management methodology**

- Created by the family therapist Virginia Satir, this model is based on trends she saw in how families experience change. But as with the Kübler-Ross, ~~it can also apply to business changes.~~

- **Late Status Quo**—where you are when starting out

- **Resistance**—the natural response many people have when change is first introduced

- **Chaos**—when the change is starting to be implemented and there's still confusion and resistance

- **Integration**—when productivity begins to level out, suggesting general acceptance

- **New Status Quo**—when employees settle into the new normal



The 8-step process for leading change, Dr. John Kotter invented this method, which he outlined in his book, Leading Change. According to Kotter, the eight steps are:

- Create a sense of urgency to emphasize the importance of acting immediately

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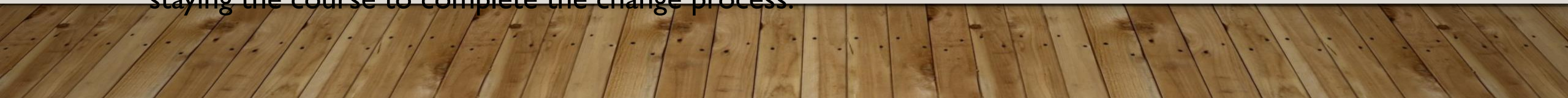
- Build a guiding coalition to guide, coordinate, and communicate the organizational change
- Form a strategic vision and initiatives to clarify how the future will be different from the past
- Enlist a volunteer army to rally around the change
- Enable action by removing barriers in order to provide the freedom your organization needs to generate real impact
- Generate short-term wins to energize the organization to persist
- Sustain acceleration and be relentless about initiating change until your vision is a reality
- Institute change until it's strong enough to replace old habits





# CUMMINGS AND WORLEY (2015) PRESENTED A MODEL TO OBTAIN EFFECTIVE CHANGE MANAGEMENT INCLUDING 5 ACTIVITY STEPS:

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- The first activity step, motivating change, includes creating readiness for change and helping the change recipients address resistance to change.
  - The second step, creating a vision, is a leadership task where the leaders are to create the 'why' and 'what' of the upcoming change.
  - The third step, developing political support, the leaders need to gain employees' support to implement the change and avoid individuals and groups from blocking it.
  - Fourth step, the management needs to create an activity plan for the change activities. The management's task to plan how to keep the employees committed and to build a management structure to guide the organization through the planned change.
  - The fifth activity, sustaining momentum, includes providing resources for change, building a support system for change agents, developing new competencies and skills, reinforcing new behaviours, and staying the course to complete the change process.
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# ARMENAKIS AND HARRIS (2009) PRESENTED A MODEL FOR MANAGING ORGANIZATIONAL READINESS FOR CHANGE

## Five key components:

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- The first component, discrepancy, involves a perception of discrepancy between the current situation and a desired future situation amongst the employees.
- Efficacy refers to the trust in one's capabilities to accomplish the change process.
- The third component is appropriateness which relates to the perception that the planned change is the best solution for obtaining a future desired situation.
- The fourth key component, principal support, refers to the support provided by the employees during the change process
- The fifth is personal valence. In this component Armenakis and Harris (2009) stated that the question 'What's in it for me?' must have, at least in part, a positive answer for the change recipients to be willing to commit to the change process.

# SEVEN STRATEGIES DESIGNED TO CREATE READINESS FOR CHANGE

- These strategies are management of information, persuasive communication, formalisation activities, diffusion practices, human resource practices, rites and ceremonies, and active participation (Armenakis & Harris, 2009).

# KOTTER (1996) PRESENTED EIGHT STEPS TO PRODUCE A SUCCESSFUL CHANGE OF ANY MAGNITUDE IN ORGANIZATIONS:

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- To unfreeze the organization
- 1) establishing a sense of urgency,
- 2) creating a guiding coalition,
- 3) developing a vision and strategy,
- 4) communicating the change vision,
- The real change and the move
- 5) empowering broad-based action,
- 6) generating short-term wins,
- 7) consolidating gains and producing more change, and
- freezes the organization again to make sure the change stays in the organization
- 8) anchoring new approaches in the culture.



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- The HSE in the UK provided an information sheet regarding organizational change and major accident hazards (HSE, 2003) provide three-step framework:
  - 1) get organized for change,
  - 2) assess risks, and
  - 3) implement and monitor the change.

# THE HSE IN THE UK PROVIDED 3 THREE-STEP FRAMEWORK ORGANIZATIONAL CHANGE

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- The first step, getting organized, comprised 5 factors. 1) Have a strong policy for managing organizational change. Principles, commitments and accountabilities regarding health, safety and the environment must be clear from the beginning of all changes, large and small. 2) Make senior-level managers accountable and demonstrate a clear commitment to safety by their actions. 3) Have a clear change-management procedure because all changes should be planned in a thorough, systematic, and realistic way

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- The second step, risk assessment, involved five factors: 1) identify the people involved including those in the existing and proposed organizations that will be affected. It is important that this information is accurate and that all the roles are registered; 2) identify all changes because complexity could be a hazard and in larger organizations simultaneous changes could hinder smooth processes; 3) assess the risks within the change process; 4) consider human factors, competence and workload for instance by checking if tasks or responsibilities have been overlooked, what training is required and if accumulated workload for individuals are within reasonable levels; and 5) test scenarios that are realistic and structured to prepare for incidents and emergencies.

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- The third and last step, implementing, monitoring and considering safety during the transition itself, consisted of five factors: 1) provide adequate resources to make the change safely, for instance not underestimating the need for training and not reducing staff until the required actions are completed. This is in addition to ensuring enough staff can plan and monitor the change, and provide experienced support during the transition; 2) monitor risks during change; 3) keep the plan under review and track actions; 4) monitor performance after change and be ready to change or reverse decisions if significant risks are discovered; and 5) review the change policy to amend the organization's change procedures.