

## **(IJ-04) A Study on Dynamic Concept of Change Management**

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### **ABSTRACT**

Given the constantly arising problems and changes in the internal and external environment, organizations adopt change management to develop strategies to respond, evolve, and enforce outcomes. The completed change process is a dynamic approach involving many internal elements and possibilities. Primary studies on change management have found that changing one element in an origination often leads to other elements. Meanwhile, the internal challenges caused by external conditions need to be caught up by constantly adjusting and improving. This study applied dynamic concepts to explore change management theories. The study found that a common understanding from the primary theories is that change is a constant process involving learning, review, and development. Many theories classify change management differently according to the purpose and structure of the model. Still, the consensus is that it is necessary to adopt a dynamic perspective to analyze the issues of organizations and formulate corresponding responses. Based on Hayes' (2002) model, this study adjusted the linear structure to a cyclic structure. The cycle structure reflects the sustainability of change management and aims to help organizations improve transformation efficiency.

*Keywords:* change management, dynamic, cyclic structure

### **Introduction**

Organizations constantly face challenges from all levels at different stages and need to identify the need for changes. Although the leaders of organizations work hard to deliver plans and improvements, there is a broad recognition that the changes are not easy to succeed. Changing involves many factors and resources, which is a costly management action. Hayes' (2022) study mentioned that change leaders tend to provide plans and expectations. However, they always fail to achieve target outcomes as challenging to identify key dynamics that affect the change cycle, and they do not have sufficient control over what happens accordingly. Consequently, changes always come with continuous, complex, and diverse environmental factors as organizations grow. Business, management, and employees need to adjust to change, and the capabilities to manage dynamic changes in an organization are usually complicated and inevitable (Pettus, Kor & Mahoney, 2009)

The outcomes of changes can be evaluated by studying the management behavior and combining it with the status of an organization. However, many changes occur in the process of continually renewing an organization's direction, structure, and capabilities to serve the ever-changing needs of external and internal needs (Moran & Brightman, 2001). To cope with the constantly changing conditions, this study aims to develop a dynamic change management concept

by analyzing the characteristics of major change models. Organizations also need to formulate corresponding change management strategies in a dynamic way, which is a continuous progress of adjustment and learning.

The purpose of this study is to develop a dynamic change management concept by analyzing the characteristics of major change models, so as to help organizations improve the effectiveness of their transformation.

### **Dynamic change management concepts**

Van de Ven & Poole (1995) analyzed more than 20 different change management theories and classified them according to their purpose and management process, leading to 4 main types: teleological, dialectical, life cycle, and evolution theories.

Teleological theories represent specific goals from a series of management actions from an organizational orientation. The management processes are structured and determined, and its actions are for a purpose. These goals are constantly reformulated in the light of an awareness of organizational problems through an ongoing feedback cycle.

Dialectical theories focus on goals between different groups and aim to build a stable status or changes through the balance of power between conflicting parties.

Life cycle theories assume change has a processed management order that works through necessary states or phases. Each state or phase acts as a part of the final goal and follows an order to process one after one.

Evolutionary theories represent those changes go through a generic process, including variation, selection, and retention. Variation refers to the first feedback that occurs in the face of challenges, but the right parts will be selected for retention and change according to demands and requirements. Retention refers to the maintenance and consistency of the change results.

Van de Ven & Sun (2011) believed that the above four theories had dynamic concepts and stated that change is an ongoing process that will never end. Hayes (2002) agreed that the common of the four theories consider that the change management process connects several events, decisions, and actions. The difference is that the four theories lead to various structures and orders because of their purpose and process management.

The concept of dynamic change management is also explained in many research. Hayes (2002) conducted a systematic study of significant organizational change management theories and believed that change is a continuous process. Hayes (2002) believed that dynamic change strategy includes the transformation of various roles in change elements, assessment of tasks, relations between elements, and internal and external relations of enterprises. Organizations often need to make internal adjustments due to changes in the external environment to output new feedback for external

changes. However, this change process is composed of multiple elements or stages, and the change of each part will cause new outcomes.

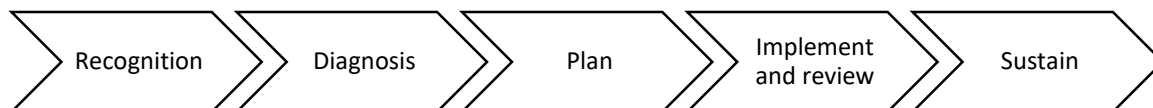
Meade (2013) studied the commonness and characteristics of several change management models and found that some theories were based on linear development, while some on keyword analysis. Kotter (2012) emerged the business change model into eight steps to guide organizational transformation, including a specific order from establishing change urgency to preparation and outcomes, as well as anchoring new approaches.

The McKinsey 7S model and The ADKAR model achieve the purpose of change by controlling elements inside organizations. The control of critical elements requires the organization or the leader to manage the dynamic elements and coordinate them to achieve the desired effect (Hayes, 2002). Each management element in the transformation itself has dynamic characteristics, and they are scattered in various leading positions, such as employees' enthusiasm, the change of plans, and the coordination of multiple departments (Shaqrah, 2018 & Hiatt, 2006).

### **Cyclic change management structure**

Hayes (2002) put forward a linear change management structure by combining various theories, including some critical modules such as start, implement, and sustain. Under these modules, he set up different tasks and elements to better prepare for the changing tasks. In this study, the dynamic concept will be added to Hayes' model so that the original linear structure will become a cyclic structure.

Hayes (2002) analyzed that change management procedures are operated in accordance with a particular order, which includes five important stages: recognition, diagnosis, plan, implement and review, and sustain.



*Figure 1.1 Hayes change management model*

Hayes' model was built based on Kotter's and Lewin's model, and more dynamic variables were proposed in each stage. Hayes (2002) believed that his model included the most important stages and themes in change management, and the whole process of transformation was connected by logical sequence. In practice, however, organizations cannot clearly separate these stages, and diagnosis may require many iterations. Therefore, his research added dynamic elements in each stage, such as leaders, employees, culture, environment, and other constantly changing objects. Internal management in an organization or enterprise can be considered as dynamic capabilities, which is the integration of organizational resources, including tangible, intangible, and human assets (Hayes, 2002). Helfat & Peteraf (2009) believed that dynamic capabilities are essential parts to be considered in change management because they focus more on firm performance and results, which is also an issue to be considered.

However, simply plugging dynamic conditions into a linear system is not enough to cover the constantly updated process. A cyclic macro system should be able to show the process of change more realistically. Romme & Van (1999) stated that the whole reform process is a multi-loop evolution pattern. With the change of the new issues, the management system will need to be adjusted and become more complex, resulting in multi-loop pattern because problems often appear in a series.

Therefore, the new cyclic change system proposed by the author of this study is based on the system of Hayes (2002), which still includes five primary change management contents. The difference is that the structure needs new understanding and adjustment, and it is a cyclical structure.

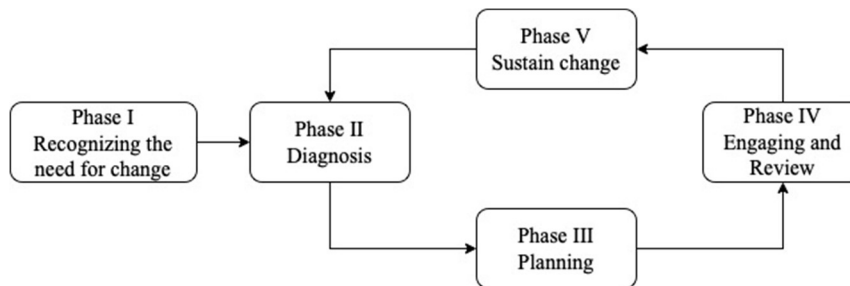


Figure 2 Cyclic change structure

### Phase I. Recognizing the need for change

Hayes (2002) analyzed the leading change management concepts, and the first stage is to build awareness and desire for change. The combination of awareness and desire in the ADKAR model also emphasizes the importance of recognizing the demand and passion for change for subsequent actions. He also stated that Kotter and Lewin's model took self-awareness as the first step to change. Therefore, recognizing the need for change is the first step in triggering the whole process, which will start the cycle of change management.

### Phase II. Diagnosis

Siggelkow (2001) stated that the change of any internal or external element in an organization would lead to the change of other elements in the entire management system. Therefore, the performance evaluation of an organization needs to view it as a system of interconnected factors. *Performance evaluation* is a dynamic and open organizational management that integrates core elements, including social system, people, structure, technology, external environment, and dominant coalition (Kotter, 1980). Therefore, the evaluation of enterprises in this part cannot rely on any fixed model but should choose a dynamic analysis method according to the actual business and operation situation, such as Kotter's Integrative Model, the McKinney 7S Model, Balanced Scorecard, Weisbord's six-box Model, And the Burke-Litwin causal Model (Hayes, 2002).

### Phase III. Planning

Kotter & Schlesinger (1989) argued that selecting a change plan requires systematic consideration of potential possible ways, rather than relying only on a single plan, which means that plan formulation is dynamic. The planning for change needs to be adjusted based on the diagnosis of the enterprise and constantly updated with possible problems. Specific planning needs include what needs to be done to achieve this goal, which will generate many issues. Therefore, a systematic management path needs to be established, including shaping implementation strategies, developing change plans, identifying related knowledge and skills, and designing interventions (Hayes, 2002).

#### **Phase IV. Engaging and Review**

Phase IV It is an essential part of the whole plan. It brings the design work of the first three phases into actual practice, thus generating many responses and feedback. Kaplan & Norton (1996) argued that change leaders should continuously review the feedback from engaging actions and adjust intervention plans to manage the change process more efficiently. Their study stated that through the feedback of the intervention, we could find out whether the original diagnosis was valid and thus determine if readjusting and optimization were needed. The whole process of implementation and review echoes the work in the previous phases, which needs to be checked and adjusted in the results of each phase to achieve the dynamic effect. At the same time, new issues and adjustments may occur during the implementation of the plan, which may cause more changes and require the change leader to develop more plans and coordinate the ongoing changes while sticking to the original track.

#### **Phase V. Sustain and learning**

Assuming the result of a project can achieve the expected outcomes or achieve the desired effect, the result should be considered sustained. Buchanan & Fitzgerald (2006) mentioned that organizations should develop sustained outcomes when the results brought by changes can adapt to the broad environment acceptance and have significant improvement and development. While Burnes & Cooke (2013) argued that the results brought by changes tend to exist in the short term and will soon return to the original way due to not having effective maintain and sustain. As discussed in phase II, changes can cause issues in other elements of the organization, leading to new problems. Therefore, it is still necessary to go back to the second stage to review and evaluate the results of changes and find new challenges and problems. The cyclical structure will keep the changes ongoing and constantly evolve and adjust the original strategy to fit internal and external development.

#### **Conclusions**

Change management requires analyzing problems and actively implementing processes or methods with a dynamic vision to influence and manage ongoing change. Therefore, when dealing with change activities, it is necessary to refer to multiple aspects, analyze the organization's actual situation, explore conflicts when problems arise, and adjust change strategies. For organizations, many situations are constantly changing and evolving, and it is challenging to choose a fixed model to apply to all projects. Therefore, a dynamic concept is an integral part of change management to be considered.

Weick & Quinn (1999) argued that the change faced by an organization is a process of continuous change, including persistent understanding, learning, and adjustment of problems. Their research found that the distinctive change is that organizations constantly adjust and innovations in the process of change management to accumulate new changes, which have three critical characteristics: improving, transformation and learning.

### Limitations

This study mainly adjusts the change management model proposed by Hayes (2002), making its original linear structure a cyclic structure. Therefore, this model has not had the opportunity to practice and be applied. In addition, the whole model is an innovation based on the macro concept of change management, and the internal details of many modules have not been fully connected. However, the relationship and boundaries between each stage are also very complex, so more time is needed to improve and integrate.

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