

Programmatic Change Programs within the Organization

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Abstract—This paper will discuss the reasons why programmatic change programs do not lead to the desired change. Therefore, managers need to understand the nature of their business in order to make an effective change.



1 INTRODUCTION

Many managers believe that there is a need for change within their organization and proceed to implement some type of programs to make the change happens. However, the vast majority of these programs are not very successful in resulting the wanted change over a long period of time. A key example of this is an international Bank, who after couple years of implementing a change program, they found eventually no changes in organizational behavior. There are many reasons that could go along with that, but more importantly that these failures are caused by most managers because they have a flawed theory of change. The Fallacy of Programmatic Change explains to us why their ideas are imperfect and how to better approach true change (Beer, 1990). Change is a long and complex process, but understanding its simple principles can make a large difference in the results of the change.

The theory of change explains that once the attitudes of individuals change, individuals' behavior will change respectively. Once this occurs, a change in individual behavior will be spread among people in the organization, eventually leading to change in the whole organization. The majority of change programs do not work because of this theory of change

is most likely inaccurate.

An effective method that changes attitudes and behaviors for people is to create a new organizational context, which forces new roles, responsibilities and relationships on people. The reason behind this method is due to the individual behavior being formed by the organizational functions (Beer, 1990). On the other hand, it obviously can be noted that in the theory of change, that the process starts from the individuals, not from the organization. Furthermore, there is no doubt that individuals have to understand the business, carry critical thinking skills, and other interpersonal skills to help the team recognize problems and solve them. It is vital that these competencies are in the organization; otherwise, the change process will not work efficiently. However, the issue is that companies could successfully change the organizational structure, but they disregard the importance of attitudes and skills, which the individuals use to work on the new structure.

Despite the fact that training programs enhance competency, employees get more disappointed when they gain new skills, but they cannot change the organization. These programs are general, and they do not match the reality in

which organizations can be changed. However, that does not mean that training programs are not useful. More importantly, these programs should not solely be used to quickly change the organization (Beer, 1990).

2 CHANGE MANAGEMENT NEEDS TO BE UNDERSTOOD

Change management depends on the type of organization and on the desired change. It is basically a wide subject to be understood carefully and effectively. The majority of managers use some methodologies in their organization in order to make changes successfully (The Minds Tools Team, 2016). According to Bourda, "the way businesses manage change and how successful they are at it, depends largely on the nature of business, the change and the people involved (2016)."

3 CONCLUSION

Managers need to understand that the programmatic change programs are not usually the way that leads to the desired results. The change comes from the individuals not from the organization itself as the individuals are the key to make changes within their organizations. Therefore, they should have a better understanding of how to manage change effectively based on the nature of their business.

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