



Change Management Interventions through Training, Innovation and Development

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ABSTRACT

Nothing is static in today's world but dynamic, taking these into aspect it holds true for current day's organizations also. With change being the only constant in the turbulent labor market it becomes very important to learn that how organizations are managing these constant changes and properly implementing the concept of "Change Management" in the system. We already know that training and development are implemented in order to develop the competency level of the employees and also to improve their performance with a lifelong perspective.

So if there is a proper implementation of change management with the aids of training and development then only it can help in organizational innovation being fostered. Now organizational innovation means the way an organisation is managing change in the multidimensional perspective of factors like growth, development and survival and competency along with cooperation and collaboration. Now going back to time immemorial the word "change" has been associated with us for long since as people has been managing various things and their ability to cope up with various situations and changes related to social and relational processes. As a result training and development are becoming very important factors in order to create an atmosphere of continuous learning in order to cope up with the changing turbulent market with proper innovation.

So this paper would extensively try to establish the relationship between training practices and development with organizational innovation as after the literature survey it could be sensed that this aspect was overlooked. So it would be an interesting study to understand the importance of organizational innovation in achieving the sustainable growth and development. As a result it becomes very interesting to understand the components, the factors and the aspects which help in fostering a mutual relationship between team members which would in return help in innovative work culture and environment.

KEYWORDS: *Dynamic, Change Management, Training and Development, Multi-dimensional, Innovation, Mutual relationship, Work culture and Environment.*

INTRODUCTION

Change management is an approach which is systematic in nature with proper application of knowledge, tools and resources to deal with the proposed change. The process involves extensive defining and brainstorming followed by the adoption of the corporate strategies through proper measured structures, procedures and technologies to handle the change or intervention process within an organisation and outside the business environment.

One big challenge during the change initiation process is that of managing and retaining the employees and to make them ready in order to facilitate the change intervention process. Now in order to retain the cream layer of talent pool in an organisation Training and Development helps a lot. Through

the training and development the level of job satisfaction & morale increases which directly helps in improving productivity during the change intervention process leading to churning of more profit and retaining the talented pool.

It has been found in a survey that a proper learning culture in an organisation have active and dedicated pool of employees with as much as 41% lower absenteeism rates and more than 15% higher productivity. Training and development is so important because it does help in addressing employee weaknesses and improvement areas which when addressed leads to increase in performance boost with consistency ensuring proper work satisfaction. The other perks and benefits of the same are like less supervision and reduced cost.



LITERATURE REVIEW

There are three concepts that are actually linked together and they are like training, development and innovation (Sartori and Scalco, 2014). In order to be creative and innovative the people in the organisation must be competent enough in order to generate and recognize new innovative ideas and implement the same in the products and services within an organisation (Ceschi et al., 2014). Now it was assumed that although the various literatures focused on the role of people in innovation processes but there has to be research done on the human side of innovation within an organisation and various journals and magazines although stated the various competencies which might be required in order to build an innovation oriented teams but they have not been backed by proper research and findings as they are merely viewpoints suggested by various authors after doing a literature survey (Sartori et al., 2017). The competencies can be segregated into hard skills and soft skills but after leafing through various literatures it is not evident till now also that which are the actual competencies needed in order to develop a proper innovative team and the level of mastery required against those competencies.

Through various literature survey it could be found out the main competencies as cited by various authors which are like according to (Cubico et al., 2010); (Lindgaard and Kawasaki, 2010); (Sloane, 2011) the team members should have entrepreneurial mindset, (Shockley-Zalabak, 2008); (Ceschi et al., 2014) solid communication skills should be inculcated amongst the team members in order to share and exchange proper flow of information and ideas. (Kanter, 2006); (Sloane, 2011) expressed that the team members in an innovative team should have the ability to understand the technical requirements and try to make it as simple as it can get for others to understand. (Lindgaard and Kawasaki, 2010) was of the opinion that there should be a sense of curiosity or a spontaneous desire to acquire new knowledge and try to implement them in their daily day to day activities and lastly by (Ritter and Gemünden, 2003) mentioned that there should be Holistic point of view with the ability to interpret the organizational culture and moving forward.

Now as per (Newell and Swan, 2000), he expressed a different view that there could be problems in teamwork due to factors like conformity and obedience which might make the team members give up their own way of thinking and contributing. (Isenberg, 1986) and (Omta and van Rossum, 1999); (Salter et al., 2014) stated that "Group Polarization" and "overcoming cognitive distances" could be a concerning factor.

MANAGING CHANGE IN ORGANIZATIONS

Managing change in an organisation is a systematic process which includes knowledge application, with implementation of various kinds of tools and resources. Now change being the most vibrant issue in today's dynamic world it is gaining a lot of credence, as a result it becomes very important that

how the stakeholders in an organisation are able to assess, evaluate the same. It can be assumed that in today's world failing to manage change can be a costly affair.

HR and Management does play an important role in managing change like first and foremost knowing what is changing?, exactly why is it changing? , How the planned change can affect the operational area? And most importantly how likely the change will impact an individual? So over here it will be an area of concern; if a manager or a team is not able to manage properly the change management and implement the same.

HR department which is a very important stakeholder in change management can possibly initiate and lead the change alongside acting as a facilitator for the same. They can handle the entire communication system with the employees and the other stakeholders in the management. In order to implement the changes they can develop various training programs and through that they can gauge the readiness before and after the change and then through such training programs one can measure the potential impact. Sometimes they also contribute to the strategic role of change management by analyzing the post implementation result of the changes implied and the key metrics associated with it.

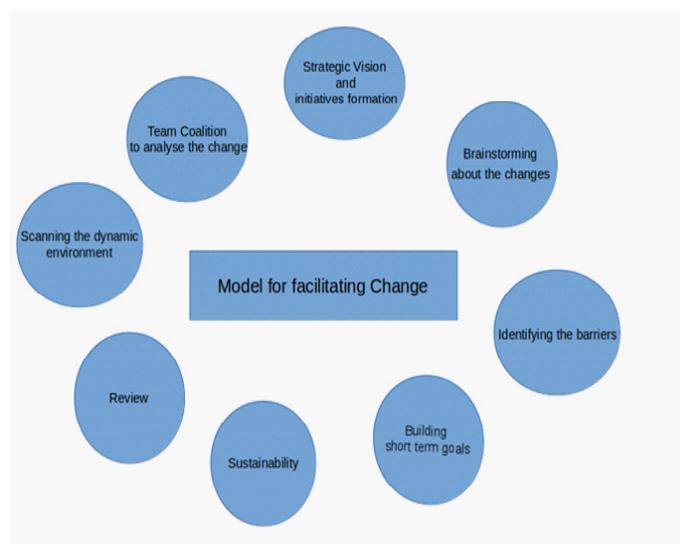


Fig 1. Phases in the Model for Facilitating Change

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Now in order to implement a change in today's organisation the first and foremost step is to scan the business environment about the recent innovations and changes, analyzing the competitors and also the various government regulations and accordingly trying to adapt. At the same time the organisation leaders must create a sense of urgency and importance about the same within the organisation. Secondly, once the changes are identified it is very important to plant a strong team with proper experience, knowledge and expertise to lead the same. Thirdly it is very important to get proper alignment with the strategic vision and regarding the formation of initiatives in terms of training and making the employees understand, so all these should be feasible in

practical world, communicable and flexible from time to time. Now once the strong team has been formed it is important that they brainstorm amongst themselves and analyze the probabilities from their knowledge and expertise about the feasibility and also about the post change impacts. During such brainstorming sessions various probable barriers and obstacles will come out, so here the change leaders have to tactically identify the barriers and mitigate them with proper communication and dissemination of information's. Once this is done this has to be understood that a proper change implementation needs to be done in phases with proper track of the visible results and improvements to ensure success for the same. The main aim during this entire process is to search for viable opportunities from the changes happening outside and converting that to positive aspect inside the organisation. All the changes needs to be imbibed within the culture of the organisation and as a result of the same "sustainability" is a very important thing so that proper review of the implied changes is analyzed properly.

So organizational innovation needs ideas, and the ideas are generated by people and these ideas are influenced by the so-called human and psychological capital supplied to humans: knowledge, skills, competences (OECD, 2011), self-efficacy (Bandura, 1997), optimism, hope, and resiliency (Luthans and Youssef, 2004; Luthans et al., 2004; Ceschi et al., 2017a). Now all of these cannot be taken for granted in the organizational workforce and should be continuously developed through training activities and up skilling of the employees with the perspective of generating and transforming the same into useful productive ideas for the organization's benefit.

Perceptions in Organizational Change

Now for smooth successful organizational changes which will be sustainable in nature, it is very important that we understand and identify about the five main "Change Belief's" that actually help to support the motives behind successful organizational change.

There are five key belief's which are shown in the below diagram.

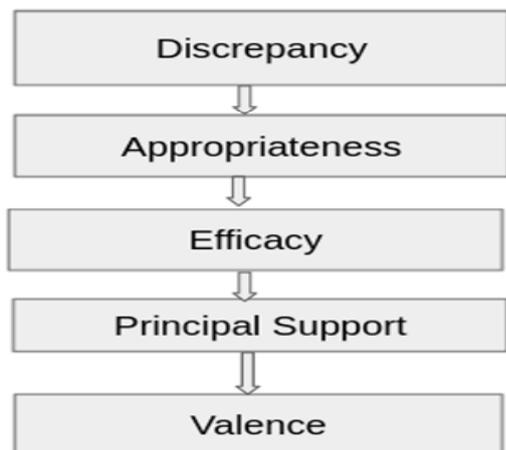


Fig 2. Diagram of Perceptions within Change
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Discrepancy in the organisation has been identified that there is a significant gap between the current position of the organisation as to where it is standing and where it desires to be. So there is a requirement of a change which will take the organisation to its actual desired state. Appropriateness shows the organisation that a particular problem specific change which has been designed to address a problem or discrepancy can be the correct one in a given situation. Efficacy refers that the recipients within an organisation and the organisation as an entity itself can implement the change then comes, Principal Support which means that the change agents here like the formal leaders are focused in the success from the change that is getting implemented in the organisation and lastly Valence which signifies that the implemented change is beneficial for all the recipients in the change and that there is a benefit for all of them (Armenakis et al., 1993, 1999) .

Now the important part is that these five key beliefs' does play an important role in the process of change that is diagnosis, readiness for the change and the adoption for the change.

As the saying goes "Change is a bitter pill that must be swallowed despite any form of challenges or huddles needed to be surmounted." Now here the challenge lies in how effectively one organisation is able to manage and tackle the change. The readiness of an organisation in order to cope change is very essential and plays a pivotal role. Their views that major resistance to change can be due to fear of something unknown, insecurity, contrasting interpretations and lack of resources to name a few but it is very difficult to identify which exact reason is causing the resistance for change; as according to scenarios it does differ (Schermerhorn Jr, Hunt and Osborn, 2003)

Now as cited by (Burnes, 2004); (Rieley and Clarkson, 2001) Organizational Change cannot be separated from Organizational Strategy. Now due to this it is becoming very important for today's organisation to have highly skilled manpower in terms of managerial role. It is also important to understand that in order to implement a change plan in an organisation, it should not be like that the change plan is created by top management and then forced at the bottom of the pyramid. Rather it should involve both the horizontal and vertical management within an organisation. This is because when a change plan involves everyone there are high chances that it will be embraced as this is also a sign of empowerment.

Change readiness is very much essential before a change is implemented. Proper communication about the proposed change will help a lot inside the organisation to accept the change internally, as here the employees and stakeholder's will be prepared mentally to deal with the same due to which there will be a readiness. As per the researches going on throughout the academic world it has been proposed that "Scenario Assessment" must be done by considering it with proper root cause analysis as to what will be the after effect of a certain change imposition.

Perception, Personality, Culture & background and individual differences does play an important role at an individual role in coping up with a change in an organisation and that does affect at an overall perspective. Social Scientists have insisted that in order to have a successful change implementation in an organisation it does require persistence, education, communication, training, proper timing and patience and the adequate wisdom all in proper blend in order to lead the change (McCallum 1997).

Ways to Handle Change Effectively

In order to facilitate a proper change in the organisation it is very important that it is led by proper "Project Management" which will have two disciplines like Change Management and Project Management. So in today's organisation it is very important that we have a Project Manager who will look after the project that is to be implemented and run achieving the goodness from it and a Change Manager who will look after the relationship and other stakeholder's. Apart from these it is very important that how the organizational factors are playing a role during the time of change like experienced people who have dealt with such changes in the past, support from the leadership, ability of the team to manage change and act accordingly. It has been seen in the past despite of having a Change Manager and Project Manager; organizations suffering where the pivotal role is being played by organizational factors. So it is the responsibility of the Change manager and Project manager to analyze the organizational factors and how such factors will impact on a particular process of change/project.

In past researches it has been understood that Organizational Culture plays a vital role in incorporating change yet again this culture only acts as the biggest barrier to change. Now the various resistance factors which are in some way affected by culture are Extra work to implement change, additional accountabilities, disturbance in day to day work, culture of talking and not doing anything, minimal involvement of affected parties, Team dynamics, organizational leadership, organizational communication which can be used as a way to engage with people, then comes systems and processes. So these are the factors which are very significant in affecting an organization's motive of incorporating change.

CONCLUSION

It has been observed in the past and is prevalent today also that other than few organizations and MNC's most of them are not being able to bridge the gap between the skill set imparted, acquired and in its applications at the ground. As a result of which big organizations feel that there should be a proper liaison between the L&D team and the organisation employees so that such training programs are more purpose driven.

In order to foster/implement an intervention or change management within an organisation, training and development activities plays a crucial role in addressing

the various in-equalities and the characteristics of various teams and individuals. An employee might be having lot of concern areas and fear which can be tackled through proper training and development program and thus uplifting the quality and empowering them to carry out their roles and responsibilities to the highest standards. It has also been seen that various business organisations across the world are resorting to training programs, both in-house and outdoor, for developing employee skills. Increasingly, companies are supporting the idea of learning outside the work environment, called as Outdoor Training Programs or Outdoor Management Development (OMD) programs.

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