

Table 3.1 Four different approaches to the change process

Metaphor	How change is tackled	Who is responsible	Guiding principles
Machine	Senior managers define targets and timescale. Consultants advise on techniques. Change programme is rolled out from the top down. Training is given to bridge behaviour gap.	Senior management	Change must be driven. Resistance can be managed. Targets set at the start of the process define the direction.
Political system	A powerful group of individuals builds a new coalition with new guiding principles. There are debates, manoeuvrings and negotiations which eventually leads to the new coalition either winning or losing. Change then ensues as new people are in power with new views and new ways of allocating scarce resources. Those around them position themselves to be winners rather than losers.	Those with power	There will be winners and losers. Change requires new coalitions and new negotiations.
Organisms	There is first a research phase where data is gathered on the relevant issue (customer feedback, employee survey etc). Next the data is presented to those responsible for making changes. There is discussion about what the data means, and then what needs to be done. A solution is collaboratively designed and moved towards, with maximum participation. Training and support are given to those who need to make significant changes.	Business improvement/ HR/OD managers	There must be participation and involvement, and an awareness of the need for change. The change is collaboratively designed as a response to changes in the environment. People need to be supported through change.