

metaphor, which is that groups of people will change only if there is a 'felt need' to do so. The change process can then turn into an ill-thought-out plan that does not tackle resistance and fails to harness the energy of the key players. This is rather like the process of blowing up a balloon and forgetting to tie a knot in the end!

Bullock and Batten, planned change: *machine*

Bullock and Batten's (1985) phases of planned change draw on the disciplines of project management. There are many similar 'steps to changing your organization' models to choose from. We have chosen Bullock and Batten's:

- exploration;
- planning;
- action; and
- integration.

Exploration involves verifying the need for change, and acquiring any specific resources (such as expertise) necessary for the change to go ahead. Planning is an activity involving key decision makers and technical experts. A diagnosis is completed and actions are sequenced in a change plan. The plan is signed off by management before moving into the action phase. Actions are completed according to plan, with feedback mechanisms that allow some re-planning if things go off track. The final integration phase is started once the change plan has been fully actioned. Integration involves aligning the change with other areas in the organization, and formalizing them in some way via established mechanisms such as policies, rewards and company updates.

This particular approach implies the use of the machine metaphor of organizations. The model assumes that change can be defined and moved towards in a planned way. A project management approach simplifies the change process by isolating one part of the organizational machinery in order to make necessary changes, for example developing leadership skills in middle management, or reorganizing the sales team to give more engine power to key sales accounts.

Our view

This approach implies that the organizational change is a technical problem that can be solved with a definable technical solution. We have