THE IMPORTANCE OF CHANGE MANAGEMENT IN THE CURRENT ECONOMIC CRISIS

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ABSTRACT: Nowadays all sorts of organizations face several major of different magnitudes, velocities and temporalities. These changes occur primarily as breaks, more or less strong, of a questioning, of action modes and of an unsatisfactory thinking. Secondly they might also occur due to the development skills leading the organization to a situation perceived as even more satisfactory. Recognizing the inevitable processes of change existing within organizations, we could use a series of necessary questions in order to clarify the phenomenon of change: Why do organizations need to change?; What are the reasons for the changes?; What are the needed changes? (This issue allows not only the delimitation of the contour dissatisfaction points but also the directions you wish to redress the organization to.) How does the change take place? (This question is included in a certain space placed between the discontent and the situation under review, space that can be called "the change process", a type of "black box" in which a series of transformations happen.)

KEY WORDS: change management, project management, risks, communication, strategy, training.

1. INTRODUCTION

The change management is a basic skill in which most leaders and managers need to be competent. There exist few working areas where the change management is not important and when leaders or managers plan to manage the change. There are five key principles that need to be kept in mind:

- different people react differently to a change process; (Wren, D., Bedeian, A., “The evolution of Management Thought”, John Wiley & Sons)
- everybody has fundamental needs that have to be accomplished;
- the change involves a loss, in most of the cases and people usually go through the "loss curve";
- expectations need to be managed in a realistic manner;
- fears must be faced out.

In the following there are some tips able to be applied regarding the above principles when managing change:

- give people information - be open and honest about regarding facts, but don't show any overoptimistic speculations. Try to meet their OPENNESS needs, but in a way that does not set any UNREALISTIC EXPECTATIONS;
- for large groups, produce a type of communication strategy that ensures information is disseminated efficiently and comprehensively to everyone. E.g.: tell everyone at the same time. However, follow this up with individual interviews to produce a personal strategy for dealing with the change. It helps to recognise and managing accordingly with the INDIVIDUAL REACTION to change;
- give people choices to make and be honest about their possible consequences of the choices. They should their CONTROL and INCLUSION needs;
- give people time in order to express their views, and support their decisions by providing coaching, counselling or information as appropriate for helping them through the LOSS CURVE;
- where the change involves a loss, you should identify what will or maybe might replace the loss - loss because it is easier to cope with it if there is something to replace it. This will help facing potential FEARS;
- where it is possible to do so, give individuals the opportunity to express their concerns and provide reassurances to help assuage potential FEARS;
- continuously observe good management practice, such as making time for informal discussion and feedback (even though the pressure might seem that it is reasonable to let such things slip - during difficult change such practices are even more important).
Where you embark on a large change programmes, you should treat this as a project. That means you must apply all the rigours of project management to the change process - producing plans, allocating resources, appointing a steering board or a project sponsor etc. The five principles above should form part of the project objectives.

Change management has three specific objectives:
- do not underestimate the magnitude of change, as it will be perceived by the field, calibrating and implementing the necessary and appropriate action;(http://www.scaconsult.com)
- go "purpose" of projects, beyond the "delivery" of new processes, new tools, and new organizations, empower employees to the appropriation and implement;
- enable the company to handle multiple concurrent projects, avoiding any friction and conflict of interest or priority.

Why the change management?
- resistance to change = 82%;
- insufficient management commitment=72%;
- unrealistic goals=65%;
- weaknesses in project management=54%;
- unconvincing reasons for change=46%;
- skills Team project insufficient=44%;
- project boundaries poorly defined=44%;
- lack of vision across=41%;
- technological aspects neglected=36%;

When we look at the three main reasons for project failure, identified by those who led them, one sees projects:
- not realistic and does not often taking into account the ability and desire to change from the teams;
- insufficiently charged by officers and management;
- colliding, so, the reluctance of employees.
(Source: Deloitte Consulting survey).

2. ORGANIZATION INFORMATION SYSTEM

It is based on three principles: sales, involvement and support (Figure 1). The stages of change management are:
- diagnosing problems perceived;
- enter the critical;
- providing for a new commitment the mission of the company;
- setting goals for change;
- developing strategies;
- enabling change;
- implementation.

2.1. Real risks

Under these conditions and what is the quality of design and realization, the risks are great that the system is:
- but well integrated with delay;
- evil uses;
- under-used;
- outright rejected by the users.

![Figure 1. Change Management](image)

2.2. The key success factors

The key success factors of change are:
- **anticipation**: it is the earliest possible need to conduct a true risk assessment (a priori, that are known to the people concerned by the project), this analysis should lead to an action plan as elaborate as those built to the design and realization of the system;
- **communication**: every project has an image that we must work through a real information campaign in default; users will project their own image, based on rumors, impressions. The "what to say to whom and how to do it" is something that will work accurately and thoroughly;
- **management planning and rhythms**: the establishment of a system must be the time for a major mobilization, yet should we not go too early or too late and knowledge involving senior management, the hierarchy, the essential internal relays, timely and relevant way;
- **know-how**: communication, training, tools, organizing a start-up support, the establishment of a center of competence (Figure
1.) in duration, all of which require a particular control: build, or rather to build courses that are genuine "formations Integration tool in his daily" and not merely "a training tool" requires experience and a specific methodology.

- **responding to the unexpected**: as carefully planned as possible, a phase of deployment and integration ever happens as expected, react in relation to hazards and take advantage of opportunities that arise, also take part in its success.

**The challenges of managing change are:**

- projected sales, assigning a performance imaging, animation, dynamic membership and the establishment of positive action, depending on its characteristics (project team, trainers, managers, etc.) and the customer;
- improve project by improving the quality of design team, the members and leaders;
- facilitating property through ownership changes made by collaborators;
- cushioning "shock wave" caused by the transition from legacy systems, processes and working methods to new tools;
- active support of project management, project team, internal trainers, operational and project management VTP - Virtual Terrain Project (CAD, GIS, 3D digital tools - Figure 1);
- increasing the acceptability of the changes that will be generated;
- capitalization investments to be made, especially for future projects of the company;
- where the changes involves a loss, identify what will or might replace that loss - loss is easier to cope with if there is something to replace it. This will help assuage potential FEARS.

3. **LIFE CYCLE OF CHANGE MANAGEMENT**

As we figured out during our study that there can be many reasons for changes of business process models, e.g.:

- change of enterprise goals;
- client needs;
- technological innovations;
- gratuitously long running times;
- inefficient interfaces between organizational units.

So the need is that implementation of a business process remains operational after facing these changes. The life-cycle of change management process starts with the modification in the requirements at the model level and then it requires bringing down those changes up to the implementation level. Our approach consists of a central CMS (change management system) which is responsible for introducing all the changes in the model. While outlining the various portions of the life-cycle we wanted to ensure that "rework" is minimized as much as possible. (Chrissis, Mary., B., Konrad, M., Shrum, S., CMMI®: "Guidelines for Process Integration and Product Improvement." Addison Wesley Professional).

4. **CONTROL OF THE CHANGE**

**The change** indicates the step which accompanies the life by much undertaken vis-à-vis the instability and with the development of its environment. To lead the change is at the same time to anticipate, define and set up this step. The control of the change indicates: the whole of the step which goes from the perception of a problem of organization to the definition of a framework of actions which allows the development, the choice and the installation of a solution under optimum conditions for success. To lead the change it is to solve the problems of organization or reorganization: to solve the problems through the implementation of steps, methods and tools (realization of the product).

To accompany the project by organization or reorganization: to organize the project through the use of a methodology of project control (project management); To take into account human dimension: to take into account the values, the culture, resistances to change through a step of participation, communication and formation/coaching (Figure 2), whose objective is to allow comprehension and acceptance by the individuals of the "new rules of the play" resulting from the process of change (Brown, D., “Experiential
The step of control of the change is very close to the complex steps of solution to problem, of analysis of the value, organization and project management. This step implies:
• the perception of what is an organization and reasons which oblige it to evolve/move;
• the knowledge of the independent factors which can cause reorganization.
The efficient organization of employees provides a coherent framework of reference which ensures the accuracy and meaning of the actions to which team members engage.
The reorganization is the caused or undergone response of a company to the existence of factors which push it to change, to reorganize. These factors, of origin interns and external, lead the company to adopt other behaviours, to adapt its framework of reference, to modify its process of organization. The initialization process of change stems from conflicts between the goals of the organization and its operation. Five factors are usually advanced to justify the initialization of a change process:
• technology - when the company adapts its structures to the external evolutions of technology;
• strategy - when the company adapts its structures to a change of strategy due to an market evolution (behavior of the customers, actions of competition…), with a modification of the shareholding, with an evolution of the legislation or the regulation;
• culture - when the values of the company evolve/move in-depth, When the values of the environment lead to it;
• capacity - when the operation of the company requires being adapted to the forces and capacities in place, When the company wishes to set up typologies of relations which she wishes to promote;
• configuration - When the structures and procedures are unsuited to the general organization; When the environment requires a certain type of configuration of the organization of the company to be approximate.
With final, it is the degree of answer or internal anticipation to the changes of these factors, in correlation with the clean flexibility of the system considered, which generates the importance and the duration of the change. The origins of the resistance to change are much diversified. The causes are distinguished: individual, structural and of the economic situation and collective. Without neglecting the individual causes, it seems that the causes structural, of the economic situation and collective are often sources of the first. The action on this level is thus paramount.

5. CONCLUSIONS AND INTENTIONS
In short, the process of change can be summarized as follows: the first phase, called diagnosis should be clarified, in turn, why change. Secondly, if the identified problem and its causes is essential to define the objectives to be achieved: What actions should we undertake? How we define the new situation, after the change, will be more acceptable? (Dossier thématique 2005). The success of the organization by implementing change in seven steps:
• enter projects in a comprehensive transformation plan and share that vision;
• coordinate projects;
• communicate;
• build throughout the project on operational management and General Management at key;
• building on the staff to bring the change accompaniment;
• based on a structured methodology and reassuring;
• comply with all steps of the methodology with more or less quickly, but with the same reflexes.

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6. REFERENCES