



E-LEARNING

Level 5



WA12: Openmindedness and willingness to change

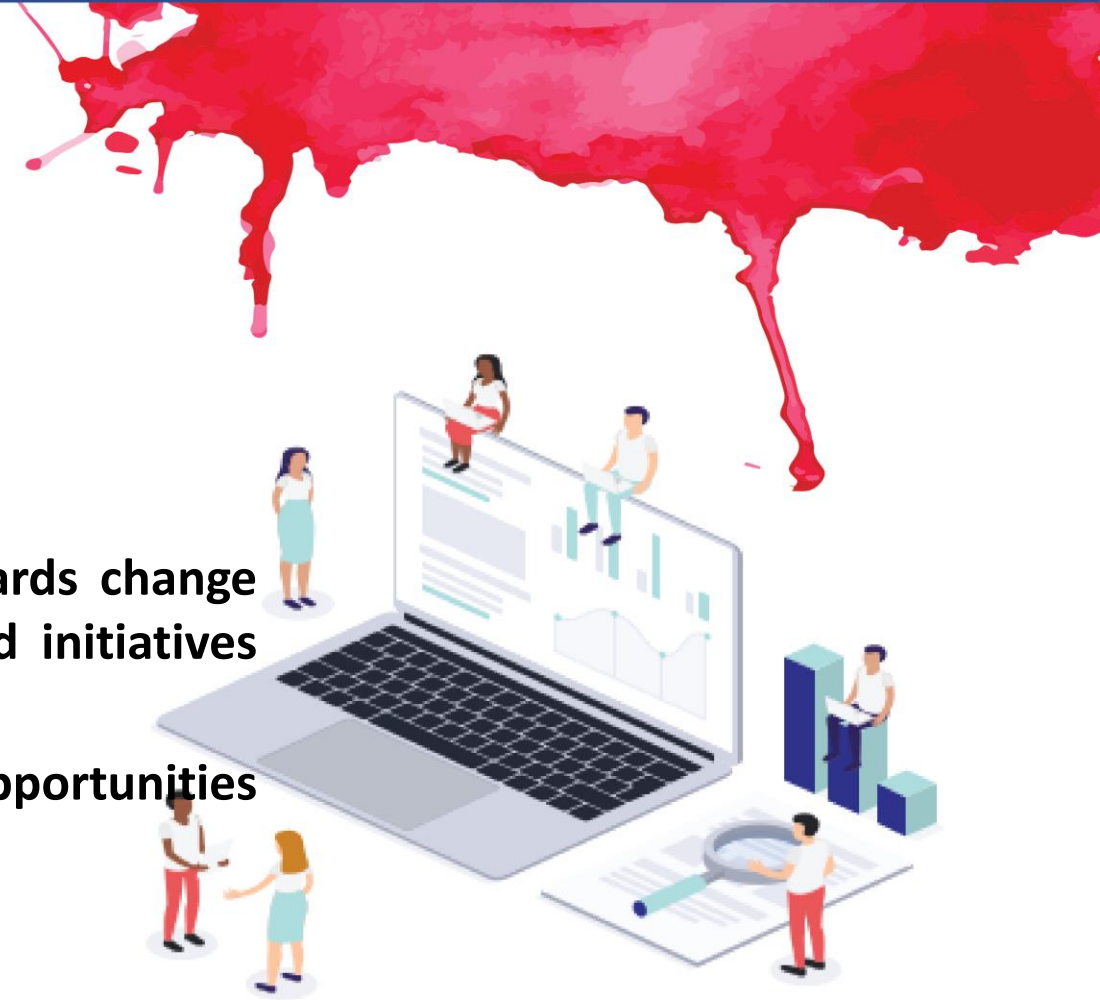
5.3 Demonstrate openness to change

LO5.22 Demonstrate a positive and flexible attitude towards change

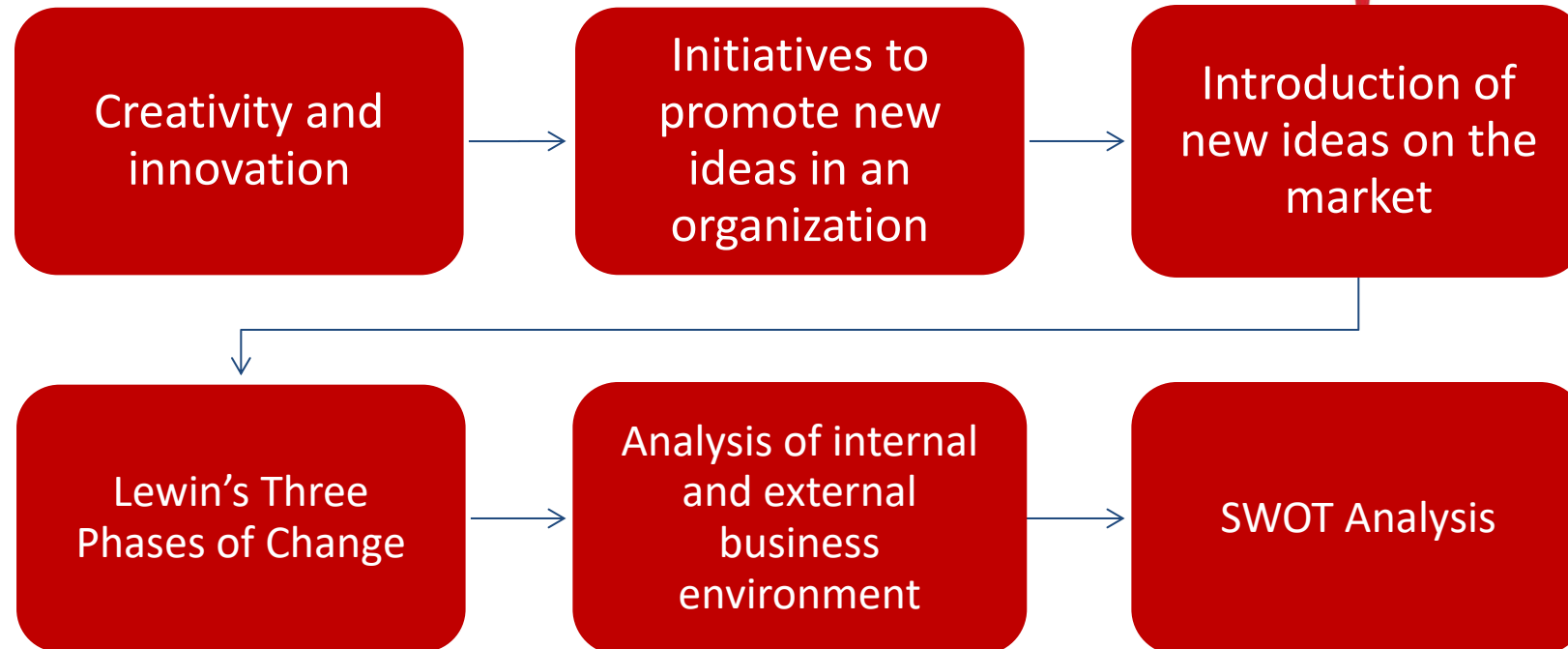
LO5.23 Demonstrate the ability to try out new ideas and initiatives with care and enthusiasm

LO5.24 Demonstrate the ability to identify and develop opportunities for change.

LO5.25 Demonstrate the ability to implement change



Route Map



Creativity and Innovation

What is creativity?

It can be viewed as the first stage of an innovation process. Creativity refers to the development of ideas that are both novel and useful, either in the short or the long term, whereas idea implementation describes the process of converting these ideas into new and improved products, services, or ways of doing things. Thus, innovation can be conceptualized as encompassing two different activities: the development of novel, useful ideas and their implementation.



Creativity and Innovation

Three basic ingredients of creativity:

- **Domain skills:** Domain skills are developed as one becomes an expert in a field.
- **Creative thinking skills:** Creative thinking skills include seeking novelty and diversity, being independent, being persistent, and having high standards.
- **Intrinsic motivation:** Intrinsic motivation implies that the reasons for doing things come from within, from passion and pleasure, not as a result of external demands, pressures, or rewards.

- **Use new technology:** Forward looking organizations should identify and embrace new technologies that can increase the flow of input from external sources and simplify operational work such as the grant making process.
- **Get everyone involved:** Expect everyone in the company to innovate, even administrative and finance staff. The source of the innovation matters less than the innovation itself.
- **Promote creative time:** Google employees are given “20 percent time” to pursue “pet” projects, unrelated to their core work, that they find interesting. Half of the new launches at Google emerged from this sanctioned time for innovation.
- **Encourage volume, speed, and iteration:** Allow people to test out ideas with others, and to iterate and refine the ideas, before launching them more broadly.
- **Embrace failure:** Staff are encouraged not to worry if an “experiment in innovation” fails. There is often something that can be learned or salvaged from any attempt.

Techniques and methods to promote new ideas

- Present yourself as a credible messenger of change:
 - Come prepared.
 - Look and act prepared.
 - Use peer to peer approach, regardless of their stature.
 - Include stories of success.
 - Bring something to leave behind for them.
- Listen first, take the time to understand the situation and how those involved are invested in it.
- Ask for their willingness to hear your proposal.
- Insight and Perspective, let them know you value theirs.
- Build understanding, how the new idea is compatible with, or an enhancement to the existing way they are approaching their business

- **Keep it simple:**
Use familiar words, avoid complexity, Industry jargon, trendy or unfamiliar terms
- **An easy to understand, step by step example:**
How the new idea will work
Invite them to consider one step at a time as you present it
- **Their initial cost:**
Time, risk, personal energy for engaging in must be less than what it would be to remain the same
- **Propose a first step:**
Activity or action
- **Solicit an agreement:**
To take the next step

Lewin's Three Phases of Change

Lewin's Three Phases of Change

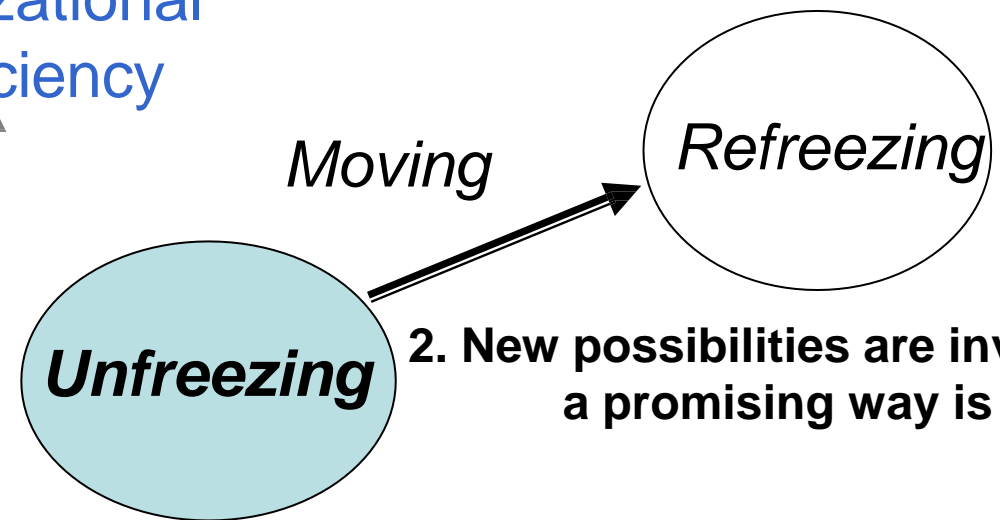


Lewin's Three Phases of Change

In 1947 Lewin wrote:

“A change towards a higher level of group performance is frequently short-lived, after a “shot in the arm”, group life soon returns to the previous level. This indicates that it does not suffice to define the objective of planned change in group performance as the reaching of a different level. Permanency of the new level, or permanency for a desired period, should be included in the objective”.

Organizational efficiency



1. Shake up people's habitual modes of thinking to heighten the awareness of the need for change

2. New possibilities are investigated and a promising way is chosen

3. The new way to work is implemented through symbolic actions

Time



Lewin's Three Phases of Change

Phase 1 – Unfreezing

- Develop a vision for the need to change (transformational leadership) through the process of organizational diagnosis and creative thinking.
- Resistant to change is the most problematic issue in management of change.
- To describe the current state, use for instance the PEST analysis. Even temporal (historical) and internal environment must be assessed (info about total system)! Questionnaires, interviews, observations and organizational documents, can be used.
- Disturb the status quo by strengthening or weakening the resistant to change through an awareness of what will happen if nothing changes. Use for instance Force Field Analysis (FFA).

Lewin's Three Phases of Change

Phase 2 – Changing

A systematic (brainstorming – research) search for new ideas to take the organization from its current state to a desired future state through dialogue with all concerned in order to create an understanding for the need to change and to use all ideas and creativeness of the people involved.

Lewin's Three Phases of Change

Phase 3 – Refreezing

- The use of continuous data collection and feedback is essential to keep track of how the change is progressing and to monitor for further change in the light of environmental changes.
- The use of surveys and interviews is one way of collecting data (Data to be collected depends on the situation).
- Symbolic actions, such as change of logo, forms of dress and ways of grouping people, as well as leadership could be one way to manifest "the new way to work".

Lewin's Three Phases of Change

Benefits

The benefits to the Lewin's model are fairly obvious in that it's the simplest model out there. This makes it easy to plan around, especially in organizations not accustomed to the science of change management. At the same time, it does try to minimize the difficulty with opposition by addressing it head on.





New Ideas

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Business environment:

- Consists of all those factors that have a bearing on the business. The term “business environment” implies those external forces, factors and institutions that are beyond the control of individual business organizations and their management and affect the business enterprise.
- These forces are customer, creditors, competitors, government, socio-cultural organizations, political parties national and international organizations etc.
- Some of those forces affect the business directly and some others have indirect effect on the business.

Features of business environment

- **Totality of external forces**
Business environment is the sum total of all things external to business firms and, as such, is aggregative in nature.
- **Specific and general forces**
Business environment includes both specific and general forces. Specific forces affect enterprises in their day-to-day working. General forces have impact on all enterprises and affect an individual firm only indirectly.
- **Dynamic nature**
Business environment is dynamic in that it keeps on changing whether in terms of technological improvement, shifts in consumer preferences or entry of new competition in the market.
- **Uncertainty**
Business environment is largely uncertain as it is very difficult to predict future happenings.

Internal and External Environments

Internal environmental factors

- Management changes
- Employee morale
- Culture changes
- Financial changes and/or issues

External environmental factors

- Changes to the economy
- Threats from competition
- Political factors
- Government regulations
- The industry itself



SWOT Analysis

SWOT analysis is an acronym for strengths, weaknesses, opportunities, and threats and is a structured planning method that evaluates those four elements of an organization, project or business venture. A SWOT analysis can be carried out for a company, product, place, industry, or person. It involves specifying the objective of the business venture or project and identifying the internal and external factors that are favorable and unfavorable to achieve that objective.

- **Strengths:** characteristics of the business or project that give it an advantage over others.
- **Weaknesses:** characteristics of the business that place the business or project at a disadvantage relative to others.
- **Opportunities:** elements in the environment that the business or project could exploit to its advantage.
- **Threats:** elements in the environment that could cause trouble for the business or project.

SWOT Analysis

Strengths and Weaknesses:

These are the internal factors within an organization.

- Human resources - staff, volunteers, board members, target population
- Physical resources - your location, building, equipment
- Financial - grants, funding agencies, other sources of income
- Activities and processes - programs you run, systems you employ
- Past experiences - building blocks for learning and success, your reputation in the community
- Local, national, or international events

SWOT Analysis

Opportunities and Threats:

These are external factors stemming from community or societal forces.

- Future trends in your field or the culture
- The economy - local, national, or international
- Funding sources - foundations, donors, legislatures
- Demographics - changes in the age, race, gender, culture of those you serve or in your area
- The physical environment (Is your building in a growing part of town? Is the bus company cutting routes?)
- Legislation (Do new federal requirements make your job harder or easier?)

SWOT Analysis

A SWOT analysis can be used to:

- Explore new solutions to problems
- Identify barriers that will limit
- goals/objectives
- Decide on direction that will be most effective
- Reveal possibilities and limitations for change
- To revise plans to best navigate systems, communities, and organizations
- As a brainstorming and recording device as a
- means of communication
- To enhance “credibility of interpretation” to be utilized in presentation to leaders or key supporters

SWOT Analysis

Benefits of SWOT Analysis:

The SWOT analysis in social work practice framework is beneficial because it helps organizations decide whether or not an objective is obtainable and therefore enables organizations to set achievable goals, objectives, and steps to further the social change or community development effort. It enables organizers to take visions and produce practical and efficient outcomes that effect long-lasting change, and it helps organizations gather meaningful information to maximize their potential. Completing a SWOT analysis is a useful process regarding the consideration of key organizational priorities, such as gender and cultural diversity and fundraising objectives.



SWOT Analysis

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Revision Questions

Revision Question 1

Identify new ideas that could enhance the Organization's development.

Revision Question 2

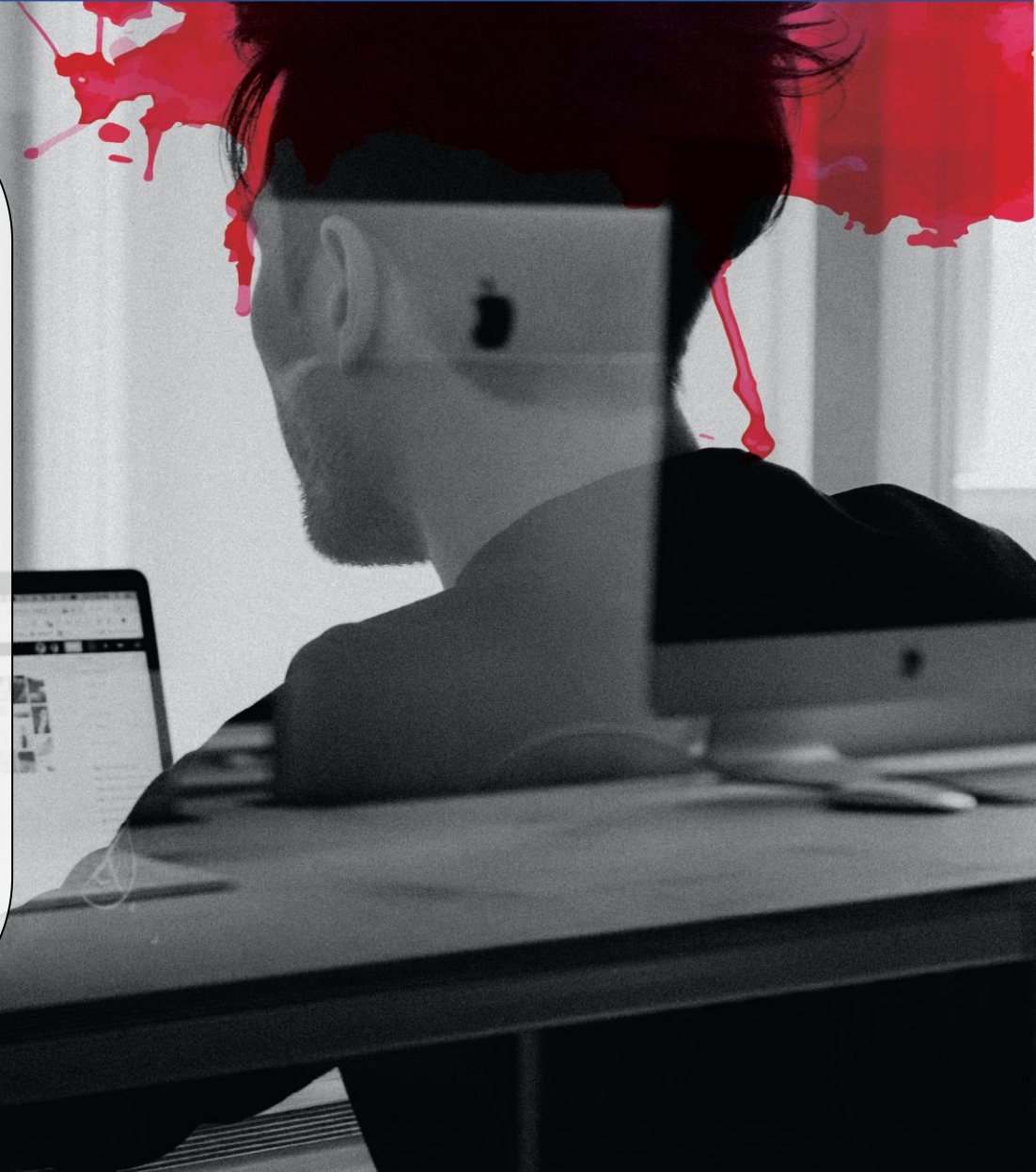
Explain how to promote new ideas and initiatives within the Organization.

Revision Question 3

Describe how you would perform an organizational SWOT analysis.

Kurt Lewin's Change Theory

The three-step model gives a manager or change agent an idea of what implementing change means when dealing with people. The 3 phases of the Kurt Lewin model provide guidance on how to go about getting people to change: a manager will implement new processes and re-assign tasks, but change will only be effective if the people involved embrace it and help putting it into practice.



WELL DONE



You have completed Unit 5.3, Part B!



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