Role of Change Management in Organizational Development: The Influence of Managerial Characteristics and Organizational Growth

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ABSTRACT
Strategic change in the organization is best seen as a Multidimensional observable fact comprises of environmental configuration and internal knowledge. After matching this conceptualization of change with a model of organizational knowledge, we achieve a better perceptive about the types of change strategies that firms will pursue, the processes they should use to execute strategies and the expected performance outcomes from these strategies. This study examined how top management and chief executive team characteristics cooperate with firm performance to influence strategic change. Results indicate that poor performance, long chief executive and top management team tenures, and high diversity in top management team tenure are associated with greater levels of strategic change. In addition, poor performance moderated the relationship between managerial characteristics and strategic change, increasing the likelihood of the latter.

KEYWORDS: *Organizational Development, Managerial Characteristics and Organizational Growth*

INTRODUCTION

Now a days change is constant and leaders of organization who foresee change and respond quickly, therefore, they are successful. On the other hand, leaders who predict and discover future are even more successful for the reason that, those who conceive the game are the leaders in their industry. Other firms are followers that acclimatize to change. At a standstill, there are some other organizations that do not endure. Losers strive to organize and master change in the environment. It is important for organizational leaders to recognize and use a model for transformations that will assist their organizations live to tell the tale and prosper in the next century and further than. All organizations are predestined hence to depart their life through business malfunction from being left following by the competition or to acknowledge that undertaking change is a ordinary element of business life in order to be in line upon with the want for improvements.

KNOWLEDGE AND THE PROCESS OF STRATEGIC ORGANIZATIONAL CHANGE

We squabble that strategic organizational change is inclined by internal conscious awareness, an organizational knowledge and environmental structure. Particularly, environmental configuration and internal conscious awareness merge to persuade strategy formulation (strategic organizational change). Strategy formulation, in order, effect organizational performance but this relationship is moderated by the kind of knowledge-based strategies that firms use all through implementation. Even though managers concurrently believe both the process and outcome elements allied with strategy formulation, synthetically segregation the strategy process from strategy outcomes permit us to consider some of the diverse sound effects that structure, internal conscious awareness and knowledge have on strategic organizational change.

CHANGE ACCELERATES

There are numerous factors involved in system change, acceleration lies in: 1. Purpose: connecting all change to a convincing shared purpose, driven by strategy and an approach to evaluate success. 2. Shared Strategy: Thinking entire system at each moment. 3. Leadership: Aligning and building leadership   for change 4. Critical Mass: Engaging People to accelerate Change. 5. Roadmap: Creating an ordinary change journey that is observable to all who are taking it and that reflects whole system and integrates all change/strategic initiatives 6. Infrastructure: Creating an infrastructure to Lead, Manage, and Sustain the Change 7. Sustaining Momentum: Sustaining   momentum by linking the change to organizational values and culture.

Accelerator No.1 – Purpose: Connecting all change to a convincing shared purpose, driven by strategy and an approach to evaluate success.

Purpose is the answer of "why" change takes place. It guides people what is happening and how it is significant to position the organization for success in the future in some way. It is necessary that the leader sponsoring the change can clear the link to purpose. Make the employees able to see the world that leader sees. It is based on change formula that is referred as DVF described as below

$$D \times V \times F > R$$

The Change Formula tells that to overcome the natural resistance (R) to change, three things must be present:
D = Dissatisfaction with the existing state that is public and shared. The more information people have, the more they are to be dissatisfied with the status.
V = Vision: There must be a persuasive and ennobling image of the future.
F = First Steps taken in the direction of the change that will bring abrupt evidence of progress

The formula multiplies these factors. If anyone of them is absent or very small, there will not be adequate energy to overcome the resistance.

DxVxF>R Model is best one than simply a model for change. For sure, purpose must not only be uncovered, it must be shared. When every person in the organization has had their own DVF exploration and decided that the outcomes of this change effort matter to them and that they are worth fighting for, then everyone will have wisdom of urgency to get to the future state they desire.

Shared Strategy: Thinking Whole System at Every Moment
Two models are The Star of Success and The Strategic Planning Model. The Star of Success describes the association between five parts of an organization's guide of success. It is used for diagnosing problems

and planning. When things are going sound, all the parts are in sense of balance and hold up one another. When things get out of balance, the pattern of success is disrupted and change is considered necessary.

The Strategic Planning Model: The Strategic Planning Model is seen as a constant action learning project in which the system is responsive and responds to changes over time. It guides a clear and simple set-up for communicating strategy across the organization and is used as a "Plan on a Page" for the period of change engagements

Leadership: Aligning and Building Leadership for Change. Without excellent and devoted leadership, change efforts have slight or no chance of success. The leadership team shows a significant role in the change process. Leaders can focus both on long-term vision and short-term operational fineness. Leadership plays a vital role in the change process because:
• Leaders have the authority to assemble the change process
• Leaders supervise the process
• Leaders are eventually accountable
• Leaders empower

Others leading a considerable organizational change effort requires a shift in thinking for many executives. The change effort needs a significant time commitment. Often 50-60% of a leader's time is used for working on issues related to the change. In order to engage leaders beyond their functional role, it is essential to maintain a dedicated leadership team. The roles and responsibilities of the leadership team define its charter. The leadership team does:
• Guide and Lead the Change Effort
• Provide the Strategic course for the Business and define the need for Change
• Define Boundaries, Outcomes and Measurement for Change Process
• Set the Behaviors and Values of the New Culture
• Decide the configuration for the Change Process
• Approve and permit Recommendations for Change
• Model the New Behaviors of the New Culture
• Guide, Monitor and Oversee Employee Participation
• Recognize core Organizational Issues
• Synchronize all key Activities across Change Initiatives
• Make sure that all Change Initiatives Support the Strategy
• Assessment of Progress toward Outcomes.

Critical Mass: Engaging People to Accelerate Change.: Critical mass proceedings can be used to "launch" a strategy initiative, to speed up a particular change step such as redesigning work processes or to evaluate deployment efforts and plan what should happen next.

Roadmap: Creating a common change journey developing a roadmap for Change means considering the change effort as a journey that all the people of the firm must travel if the goal is to be achieved. Generally speaking, change roadmaps can be divided into four phases:
☐ Strategy development and leadership alignment
☐ Organizational Alignment (Launch)
☐ Deployment (Action Learning)
☐ Evaluation and Renewal While every change engagement is different, the generic Change Roadmap below illustrates the flow of the work through the various stages.

This process map provides guidance for the change effort. By creating a change roadmap, employees also gain an understanding of key principles of a whole system, that how to change and how to relate these ideas for a positive change in their own organizations.

Infrastructure: Creating an Infrastructure to Lead, Manage, and Sustain the Change

Structures and systems are needed to accelerate strategic performance. Four kinds of teams and three infrastructure systems they could consider: Teams • Leadership Teams • Core Teams • Task Teams • Event Planning Teams:
Systems • Measurement Systems • Communication Systems • Rewards & Recognition Systems

Sustaining Momentum: Look at different ways to sustain strategic implementation of change initiatives. Many initiatives start well but lose steam over time. This would include:
- Include Sustaining Thinking in Initial Planning
- Link the Change to Culture and Values
- Keep the System Whole
- Keep Leaders In Touch

CONCLUSION

Leaders are accountable for setting the framework for change within an organization. A vision and culture must be cultured that can maintain the planned changes, and compact with unplanned change. Envisioning, enabling and energizing all important strategies for that support a change initiatives. Leaders must be able to counsel, coach, teach and reward employees as they adopt and move through the change process. Habits, attitudes, and values at all levels of an organization must be harmonizing with the vision and goals inbuilt in the process. Change has become the name of the game, and the wise leader embraces it with open arms. The success of the corporate entity and the people within it depends on it.

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