



# ORGANIZATIONAL CHANGE & STRESS MANAGEMENT

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**Forces For Change**

**Workforce**

**Technology**

**Economic Shocks**

**Competition**

**Social Trends**

**World Politics**

# Managing Planned Change

```
graph TD; A[Managing Planned Change] --> B[First-Order Change]; A --> C[Second-Order Change]; B --> D[Linear]; B --> E[Continuous]; B --> F[Incremental]; C --> G[Multilevel]; C --> H[Discontinuous]; C --> I[Radical];
```

**First-Order  
Change**

**Second-Order  
Change**

**Linear**

**Multilevel**

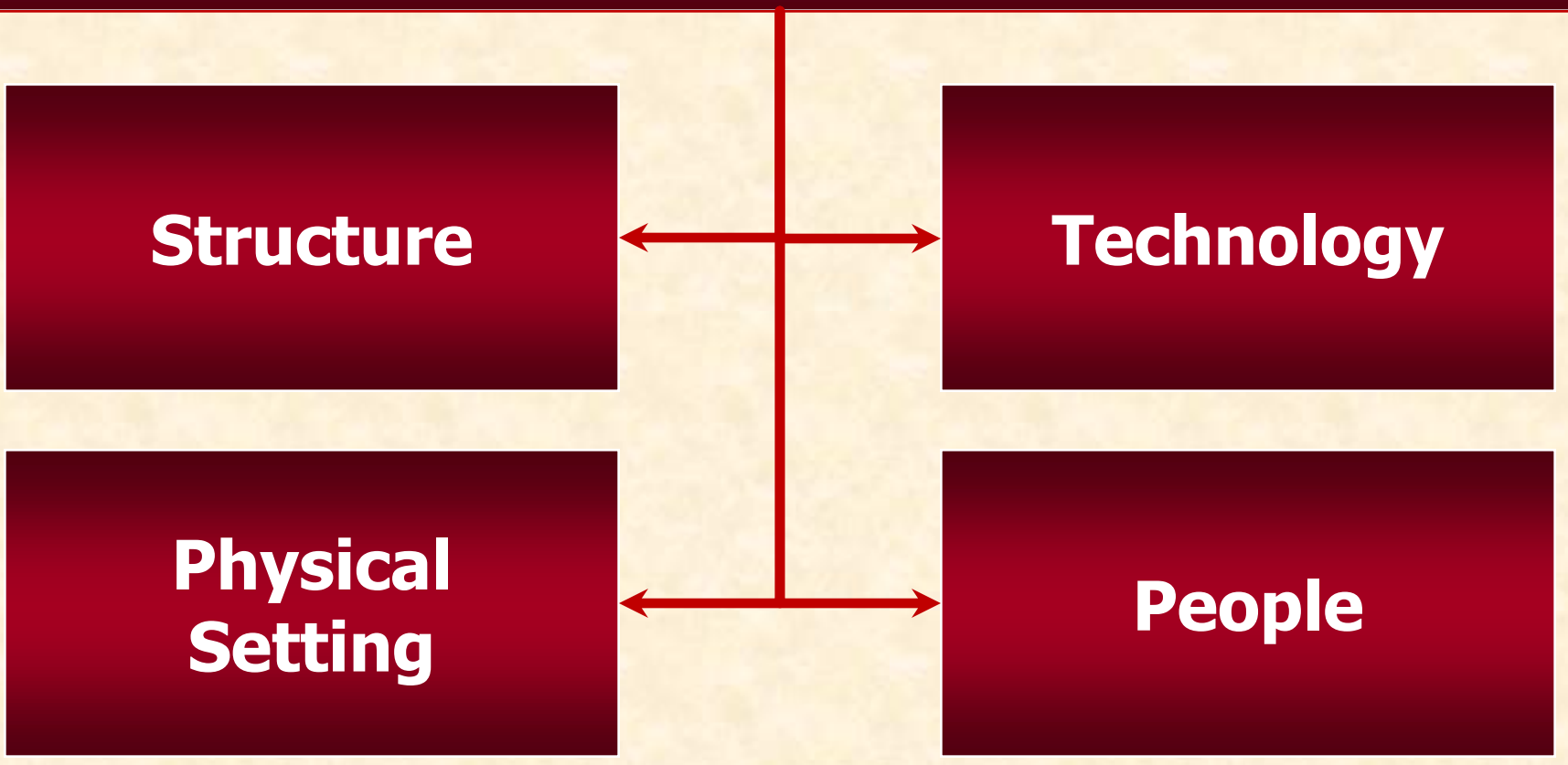
**Continuous**

**Discontinuous**

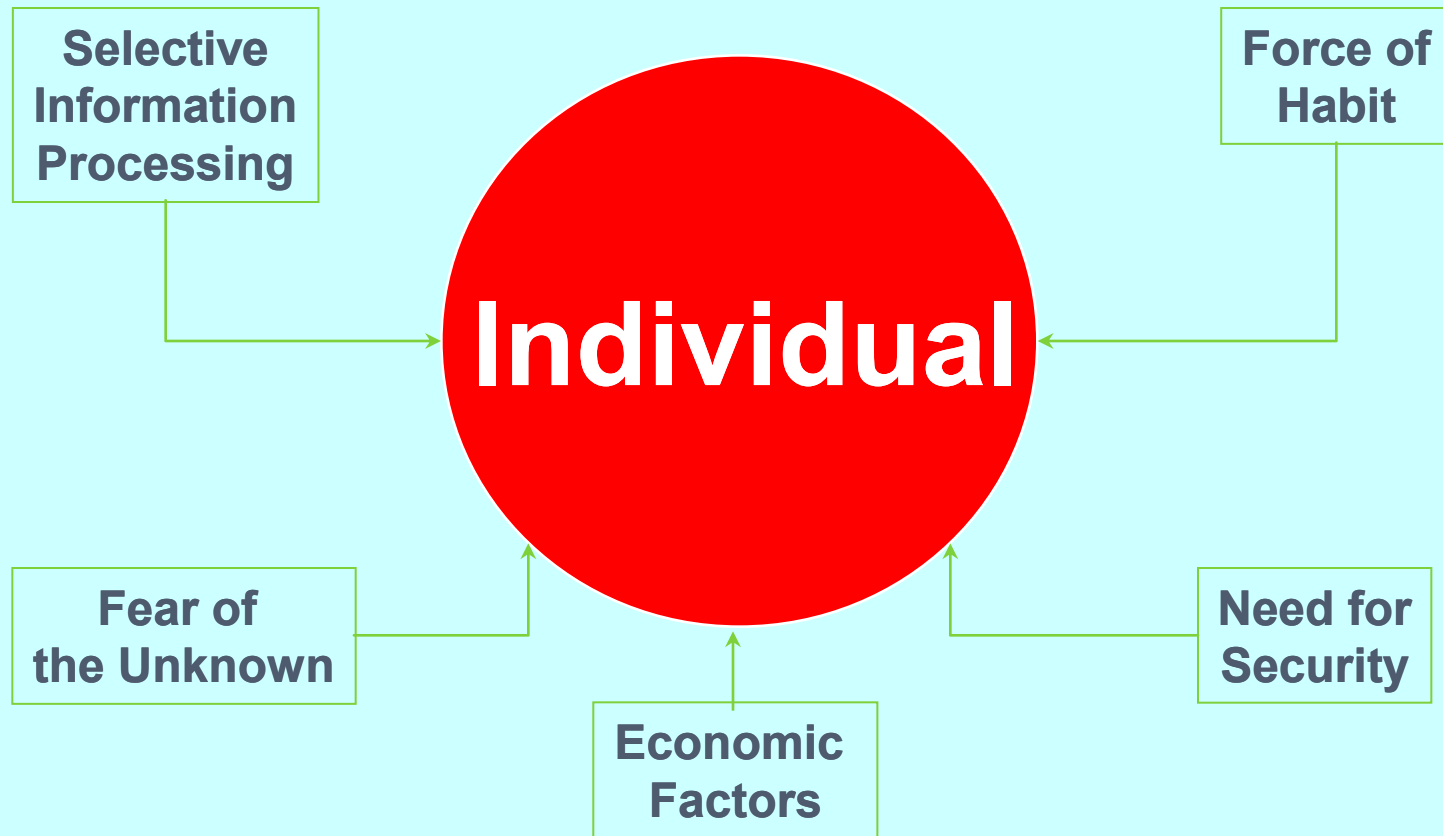
**Incremental**

**Radical**

# What Can Change Agents Change?



# Resistance to Change



# Resistance to Change



# Overcoming Resistance to Change

**Education and  
Communication**

**Participation**

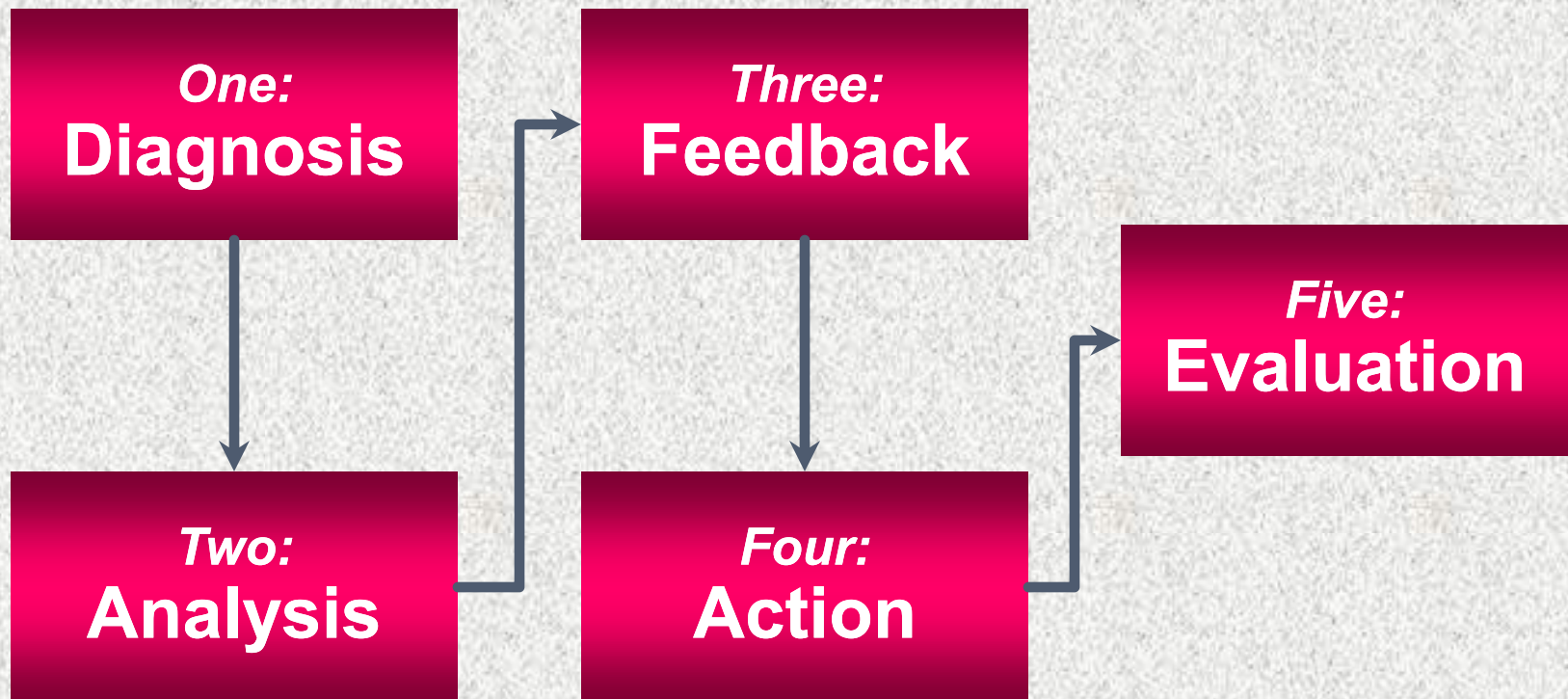
**Negotiation**

**Facilitation  
and Support**

**Manipulation  
and Cooptation**

**Coercion**

# Action Research Process



# Organizational Development

- **Respect for people**
- **Trust and support**
- **Power equalization**
- **Confrontation**
- **Participation**



# Five OD Interventions

- Intergroup development
- Process consultation
- Sensitivity training
- Survey feedback
- Team building



# What Is a Learning Organization?



- ◆ Definitions
- ◆ Advantages
- ◆ Characteristics