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MGT-521-12986-201810 - (CURRENT SEMESTER - الفصل الحالي)MGT-521: MANAGING DYNAMIC ENVIRONMENT 12986-RIYADH-FEMALES

# SafeAssign Plagiarism Checker

Haifa Al Atiki

on Fri, Nov 02 2018, 4:16 PM

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## Attachments (1)

CT09.docx 25%

Word Count: 1,441

Attachment ID: 238237876

### CT09.docx

Running head: 1 **THE ROLE OF THE CHANGE AGENT** 1

2 **THE ROLE OF THE CHANGE AGENT** 7

**THE ROLE OF THE CHANGE AGENT.**

MGT-521: Managing Dynamic Environment 12986 31 October 2018

The Role of the Change Agent In any organization, regardless of size, there must be a change agent. 3 **A CHANGE AGENT IS ANY INDIVIDUAL WHO HAS THE CAPABILITY TO COORDINATE, TRIGGER AND FACILITATE THE CHANGE EFFORT.** 4 **A CHANGE AGENT CAN BE EITHER INTERNAL, SUCH AS EMPLOYEES AND MANAGERS OR EXTERNAL.** The efficiency of any organizational change relies mostly on the compatibility and quality of relationship between the decision makers of the organization and the change agent. This essay discusses the concept of change agent, change agent roles, change agent types, and the traits and characteristics of effective change agents.

The tag change agent is usually accompanied by stereotyping, cynicism and misunderstanding. Human Resource professionals, managers as well as the employees have frequently questioned

the significance of a change agent role in the organization (Stephen, 2014). However, as different associations experience unrelenting changes in their working ecosystem, the need for personnel with the ability of whirling strategy into reality has created a demand for the change agent's role. The change agent role is usually located within the HR function. A change agent in any institution has three key roles.

First, a change agent fulfils the consulting in an organization. As a consultant in a firm, the agent keeps the employees in touch with the external data of the organization by helping the workers to produce data from within the institution. The idea is to aid workers to find solutions to challenges through the examination of valid data.

Secondly, a change agents acts as a trainer. Besides acting as a firm's consultant, a change agent may also be a trainer. The agent educates the employees on how to utilize the firm's data to produce the desired change. He or she accomplishes diverse tasks by assisting the workers to develop. The agent derives inference for actions from the current data and also provides the employees with new skills to retrieve explain and utilize new data to curb future problems.

Thirdly, an agent becomes the organization's research. As a researcher, the agent may coach the organization workers the proficiency required for valid evaluation of organizational changes that have been implemented.

While little research has been directed to explore the type of change agent that is highly effective in different situations, some researchers have identified various types of change agents based on their characteristics as well as the process of adopting change (Eikenberry, 2011). They include the subsequent types.

**2 OUTSIDE PRESSURE TYPE;** these agents work to effect changes from the outside. <sup>1</sup>  
**THEY ARE NOT WORKERS OF THE ORGANIZATION AND THEREFORE USE**  
**TACTICS AS CIVIL DISOBEDIENCE, DEMONSTRATIONS, AND VIOLENCE TO**  
**ACHIEVE THEIR GOALS (THOTA, 2012).** Usually, these type of agents offer ideas that are more radical than the society can accept.

**2 ANALYSIS-FOR THE TOP TYPE;** the agent here is focused with changing the organizational structure in order to improve production and efficiency. This type of agent employs system analysis, operation research, policy studies, and other kinds of analytical approaches to effect changes in organizational and technology and thus boosting the output and

increasing efficiency. For instance, the projected change might include introduction of computerized information systems (Eikenberry, 2011). The change agents in this type are the organizational managers.

**2 ORGANIZATION-DEVELOPMENT TYPE;** in this case, the change is focused on organization internal processes. **2 SUCH PROCESSES ARE, DECISION MAKING, COMMUNICATION AND INTERGROUP RELATIONS.** The change by this type of change agent is referred to cultural change approach since they thoroughly scrutinize the culture of the projected organization. **2 THIS APPROACH IS WITNESSED IN FIELDS SUCH AS TEAM BUILDING, SURVEY FEEDBACK AND SENSITIVITY TRAINING.**

**PEOPLE CHANGE TECHNOLOGY TYPE; 5 THIS TYPE OF CHANGE AGENT FOCUSES ON INDIVIDUAL.** The change agent is more concerned with the workforce of the organization. The agent is concerned with employees' motivation and morale as well as the quality of work, and absenteeism. The assumption in this type of change is that if workers enhance the quality and the level of work rate, then the organization's production and efficiency will improve.

Through extensive research, researchers identified factors that characterize effective change agents. The factors are explained below and exemplify how change agents effectively manage change as opposed to the characteristics they possess. In many cases, the manager of an institution is the change agent (Thota, 2012). Conversely, the change agent can be a hired expert, trouble shooter or an internal change specialist with a main purpose of implementing a projected change. The following are the traits of successful change a gentry.

Hemophily; **2 THE RELATIONSHIP BETWEEN THE CHANGE AGENT AND THE EMPLOYEES IS MORE LIKELY THE OBJECTIVE OF THE CHANGES WILL BE SUCCESSFUL.** The understanding between the two parties result to acceptance of the changes proposed by the agent and therefore, a high chance of success is guaranteed (Thota, 2012). On the contrary, if the agent does not relate well with the organizational members, then it is hard for changes to be effective.

Empathy; this denotes the ability to understand the feelings of another individual. The net effect of this trait, is that it leads to improved communication between the employees and the agent and hence a successful change effect. On the other hand, if the is no communication and understanding between the two parties then the set changes will not be achieved.

Linkage; this denotes the extent at which the change agents are connected together when performing collaborative activities. The stronger the linkage, the more it is possible to achieve the goals and the weaker the linkage the less successful it proves to be.

Proximity; **2 THIS REFERS TO THE PHYSICAL CLOSENESS BETWEEN THE AGENT AND THE WORKERS.** The greater the proximity the agent is with the staff, the easier it is to accomplish the results (Stephen, 2014). In addition, proximity facilitates the growth of empathy between the workers and the agent. However, when the agent is far from workers then it might be hard to achieve exactly what the agent proposes.

Structuring; this refers to the ability of the employees and the agent to strategically plan and organize their plans regarding the changing effort (Eikenberry, 2011). A clearly structured change plan is more likely to be understood and implemented by employee as opposed to a complex change plan which is hard to comprehend.

Capacity; **2 THIS FACTOR IS A CHARACTERISTIC OF THE ORGANIZATION.** It refers the ability of the institution to provide resources to fund the changes. Institutions with enough funds will accommodate the proposed changes.

The approach of an organization change by a change agent can lead to its success or its detriment. If an agent works closely with the organization employees by equipping them with skills on how to analyze the firm's data to tackle the prevailing as well as the future problems, then the change initiative will be a success. On the contrary, if the relationship of the agent and the employee is not working then his goals will fail.

In an effort to effect changes in an organization, one of the most baffling challenges which a cause agent faces is the employee resistant to changes. Resistance can lead to reduction in output, chronic quarrels, and massive demonstrations by workers (Harriet, 2016). A solution to curb resistance to change is involving all the stake holders in making the change. Also, understanding the true nature of resistance is critical to solving challenges to organizational change.

Another challenge facing the cause agent is the organization culture. Many businesses have adopted the culture of employing workers who are family related. Some of family workers lack the required skills accomplish the anticipated change. The only solution to this challenge is

restructuring the organization and employing competent workers if the ultimate goal is to be achieved.

It is apparent that any organizational change whether huge or small requires a competent change agent. **2 A CHANGE AGENT IN THE ORGANIZATION DEVELOPS AND FACILITATES THE CHANGE.** A change agent can be from within the organization or from the outside of the organization. The success of any change effort is highly dependable on the quality as well as the relationship between the change agent and the member of the organization.

References Eikenberry, K. (2011). Championing change: **2 CREATING REMARKABLE LEADERS. INTERNATIONAL JOURNAL OF MANAGEMENT, BUSINESS, AND ADMINISTRATION , 44-47.**

Harriet, O. (2016). Administering changes: A case Study of Human Relations in a Factory. Boston: Harvard Business School.

Stephen, T. (2014). **2 SUCCESSFULLY MANAGING CHANGE IN ORGAGANIZATIONS.** International journal of commerce , 50-55.

Thota, H. (2012). **2 KEY CONCEPTS IN INNOVATION.** International Journal of Management , 17-21.

## Citations (5/5)

1 Another student's paper

2 Another student's paper

3 Another student's paper

4 <http://courses.aiu.edu/Certificate/Human%20Resources%20and%20MKT/Personnel%20Administration/Lec%209/Personnel%20administration%20Session%209.pdf>

5 Another student's paper

## Matched Text

Suspected Entry: **86% match**

**Uploaded** - CT09.docx

**THE ROLE OF THE CHANGE AGENT 1**

**Source** - Another student's paper

THE ROLE OF THE CHANGE AGENT Whitworth 1

Suspected Entry: **66% match**

**Uploaded** - CT09.docx

**THEY ARE NOT WORKERS OF THE ORGANIZATION AND THEREFORE USE TACTICS AS CIVIL DISOBEDIENCE, DEMONSTRATIONS, AND VIOLENCE TO ACHIEVE THEIR GOALS (THOTA, 2012)**

**Source** - Another student's paper

They are not members of the company and use many pressure tactics such as mass demonstrations, civil disobedience, and violence to accomplish their goals

Suspected Entry: **81% match**

**Uploaded** - CT09.docx

**THE ROLE OF THE CHANGE AGENT 7**

**Source** - Another student's paper

The Role of the Change Agent

Suspected Entry: **100% match**

**Uploaded** - CT09.docx

**THE ROLE OF THE CHANGE AGENT**

**Source** - Another student's paper

The Role of the Change Agent

Suspected Entry: **100% match**

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**OUTSIDE PRESSURE TYPE**

**Source** - Another student's paper

Outside Pressure Type

Suspected Entry: **100% match**

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**ANALYSIS-FOR THE TOP TYPE**

**Source** - Another student's paper

Analysis-for-the-Top Type

Suspected Entry: **100% match**

**Uploaded** - CT09.docx  
**ORGANIZATION-DEVELOPMENT TYPE**

**Source** - Another student's paper  
Organization-Development Type

Suspected Entry: **67% match**

**Uploaded** - CT09.docx  
**SUCH PROCESSES ARE, DECISION MAKING, COMMUNICATION AND INTERGROUP RELATIONS**

**Source** - Another student's paper  
relations, communication, and decision making

Suspected Entry: **63% match**

**Uploaded** - CT09.docx  
**THIS APPROACH IS WITNESSED IN FIELDS SUCH AS TEAM BUILDING, SURVEY FEEDBACK AND SENSITIVITY TRAINING**

**Source** - Another student's paper  
This approach grew out of such areas as sensitivity training, team building,

Suspected Entry: **100% match**

**Uploaded** - CT09.docx  
**PEOPLE CHANGE TECHNOLOGY TYPE**

**Source** - Another student's paper  
People-Change-Technology Type

Suspected Entry: **62% match**

**Uploaded** - CT09.docx  
**THE RELATIONSHIP BETWEEN THE CHANGE AGENT AND THE EMPLOYEES IS MORE LIKELY THE OBJECTIVE OF THE CHANGES WILL BE SUCCESSFUL**

**Source** - Another student's paper  
organization members, the more likely the change agent will be successful

Suspected Entry: **72% match**

**Uploaded** - CT09.docx  
**THIS REFERS TO THE PHYSICAL CLOSENESS BETWEEN THE AGENT AND THE WORKERS**

**Source** - Another student's paper  
This refers to the physical and psychological closeness of the change agent and

Suspected Entry: **100% match**

**Uploaded** - CT09.docx

**THIS FACTOR IS A CHARACTERISTIC OF THE ORGANIZATION**

**Source** - Another student's paper

This factor is a characteristic of the organization

Suspected Entry: **63% match**

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**A CHANGE AGENT IN THE ORGANIZATION DEVELOPS AND FACILITATES THE CHANGE**

**Source** - Another student's paper

change in an organization is known as a change agent

Suspected Entry: **100% match**

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**CREATING REMARKABLE LEADERS**

**Source** - Another student's paper

Creating remarkable leaders

Suspected Entry: **79% match**

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**INTERNATIONAL JOURNAL OF MANAGEMENT, BUSINESS, AND ADMINISTRATION , 44-47**

**Source** - Another student's paper

INTERNATIONAL JOURNAL OF MANAGEMENT, BUSINESS, AND ADMINISTRATION

Suspected Entry: **73% match**

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**SUCCESSFULLY MANAGING CHANGE IN ORGANIZATIONS**

**Source** - Another student's paper

Successfully managing change in organizations

Suspected Entry: **100% match**

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**KEY CONCEPTS IN INNOVATION**

**Source** - Another student's paper

Key concepts in innovation

Suspected Entry: **66% match**

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**A CHANGE AGENT IS ANY INDIVIDUAL WHO HAS THE CAPABILITY TO COORDINATE, TRIGGER AND FACILITATE THE CHANGE EFFORT**

**Source** - Another student's paper

A change agent is an individual with knowledge and power to coordinate, facilitate and stimulate the change effort

Suspected Entry: **75% match**

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**A CHANGE AGENT CAN BE EITHER INTERNAL, SUCH AS EMPLOYEES AND MANAGERS OR EXTERNAL**

**Source** -

<http://courses.aiu.edu/Certificate/Human%20Resources%20and%20MKT/Personnel%20Administration/Leccion%209/Personnel%20administration%20Session%209.pdf>

The change agent can be either external or internal to the

Suspected Entry: **71% match**

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**THIS TYPE OF CHANGE AGENT FOCUSES ON INDIVIDUAL**

**Source** - Another student's paper

A change agent focuses on the