In managing organizational change and development, every possible related innovation and change management strategies/innovations should be utilized, such as systems theory, participation and empowerment, teams and teamwork, applied behavioral science, action research, OD interventions, typology of OD interventions, and other related sound theories and cases.

What is organizational change?

Organizational change is a process by which organizations move from their present state to some desired future state to increase their effectiveness. (Jones, 1998) The goal of planned organizational change is to find new or improved way of using resources and capabilities in order to increase an organization’s ability to create value and improve the returns to its stakeholders. (Beer, 1980)

Any organization in decline may need to restructure its resources to improve its fit with the environment. In economic crisis, every organization needs to adjust their resources in order to consistent with their changing environments.

Planned organizational change is normally targeted at improving performance at one or more of four different levels: human resources, functional resources, technological capabilities, and organizational abilities. (Jones, 1998)

Human resources are an organization’s most important asset. Ultimately, an organization’s distinctive competences lie in the skills and abilities of its employees.

Typical kinds of change efforts directed at human resources include training and development activities, socializing employees into the organizational culture, changing organizational norms and values to motivate a multicultural and diverse workforce.

As the environment changes, organizations often transfer resources to the functions where the most value can be created. Crucial functions grow in importance, while those whose usefulness is declining shrink. An organization can improve the value that its functions create by changing its structure, culture, and technology. For example, the change from a functional to a product team structure may speed the new product development process.

Technological capabilities give an organization an enormous capacity to change itself in order to exploit market opportunities. The ability to improve the way goods and services are produced in order to increase their quality and reliability is a crucial organizational capability. At the organizational level, an organization has to provide the context that allows it to translate its technological competences into value for its stakeholders.
Organizational change often involves changing the relationships between people and functions in order to increase their ability to create value. Changes in structure and culture take place at all levels of the organization and include changing the routines an individual uses to greet customers, changing work group relationships, improving integration between divisions, and changing corporate culture by changing the top-management team.

**Types of change**

In general, change falls into two broad categories; these are evolutionary and revolutionary change. Evolutionary change is gradual, incremental, and specifically focused but revolutionary change is sudden, drastic, and organization-wide.

Evolutionary change involves the attempt to increase the effectiveness of the way an organization currently operates. Total quality management is a type of change process through which organizations attempt to manage incremental improvements in the way work gets done.

Revolutionary change involves the attempt to find new ways to be effective. It is more likely to result in a dramatic shift that involves a whole new way of doing things, new goals, and a new structure.

An organization can employ one of several approaches to implementing revolutionary change to bring about quick results: reengineering, restructuring or innovation.

Reengineering involves the rethinking and redesign of business processes to increase organizational effectiveness. (Hammer and Champy, 1993) It composes of at least four issues; issues of purpose, issues of culture, issues of process and performance, and issues of people. Highlight of this approach is consideration of business processes continuously and replacement of an organization’s old systems with new ones. (Sriboonnark, 1997)

Restructuring is a second form of revolutionary change that organizations often undergo because of rapidly deteriorating performance. There are two basic steps to restructuring; (1) an organization reduces its level of differentiation and integration by eliminating divisions, departments, or levels in the hierarchy and (2) an organization downsizes by reducing the number of its employees to reduce operating costs.

Innovation is the process by which organizations use their skills and resources to develop new goods and services or to develop new production and operating systems so that they can better respond to the needs of their customers. (Burgelman and Maidique, 1988) Innovation can result in spectacular success for any organization. Apple Computer, for example, changed the face of the computer industry when it introduced its personal computer; Department of local government promotion launched academic partnership with public universities. (Sriboonnark, 2009)

**Planned Change**

Managing organization change needs planned change and force field analysis model that consists of driving and resisting forces, especially, how to make or build up any organizational
change by increasing every driving force much more than resisting force. Absolutely, every managerial innovation must play important roles in every organizational change process.

A. Lewin’s Force Field Analysis Model

   Lewin’s model explains how change process works (K. Lewin, 1951)

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**Figure:** Force Field Analysis Model

The first idea states that “what is occurring at any point in time is a resultant in a field of opposing forces. That is, the status quo—whatever is happening right now—is the result of forces pushing in opposing directions. For example, the production level of a manufacturing plant as a resultant equilibrium point in a field of forces, with some forces pushing toward higher levels of production and some forces pushing toward lower levels of production. The production level tends to remain fairly constant because the field of forces remains fairly constant.

With a technique called the force-field analysis, we can identify the major forces that make up the field of forces and then develop action plans for moving the equilibrium point in one direction or the other. This concept is useful for thinking about the dynamics of change situations.

**Three-Stage Model of the Change Process**

**Stage 1. Unfreezing:** Creating motivation and readiness to change through
   a. Disconfirmation or lack of confirmation
   b. Creation of guilt or anxiety
c. Provision of psychological safety

Stage 2. Changing through Cognitive Restructuring: Helping the client to see things, judge things, feel things, and react to things differently based on a new point of view obtained through:

a. Identifying with a new role model, mentor, etc.
   b. Scanning the environment for new relevant information

Stage 3. Refreezing: Helping the client to integrate the new point of view into
   a. The total personality and self-concept
   b. Significant relationships

Reduction of resistance to change

Primary strategies for reducing change resistance are as follows: (Oakley, E. and D. Krug, 1993)

1. Communication
2. Training
3. Participation
4. Stress management
5. Negotiation
6. Enforcement

In managing organizational change and development, there are lots of innovation and change management strategies/innovations, to be utilized, such as systems theory, participation and empowerment, teams and teamwork, applied behavioral science, action research, OD interventions, typology of OD interventions, change agent and change management, and two empirical cases.

OD Interventions

OD interventions composed of as follows: (French, W. L. and C. H. Bell, 1978; Luthans, F., 2002)

1. Diagnostic Activities
2. Team-Building Activities
3. Intergroup Activities
4. Survey Feedback Activities
5. Education and Training Activities
6. Technostructural or Structural Activities
7. Process Consultation Activities
8. Third-Party Peacemaking Activities
9. Coaching and counseling Activities
10. Life and Career Planning Activities
11. Planning and Goal-Setting Activities
12. Strategic Management Activities

13. Organizational Transformation Activities

**Typology of OD Interventions**

Typology of OD Interventions divided as follows: (French, W. L. and C. H. Bell, 1978; Luthans, F., 2002)

1. **Individuals:**
   - 1.1 Life and career planning activities
   - 1.2 Coaching and counseling
   - 1.3 Education and training to increase skills, knowledge in the areas of technical task needs, relationship skills, decision making, problem solving, planning, goal-setting skills
   - 1.4 Work redesign

2. **Teams or groups**
   - 2.1 Team building (task or process directed)
   - 2.2 Interdependency exercise
   - 2.3 Process consultation
   - 2.4 Role analysis technique
   - 2.5 Team MBO
   - 2.6 Education in decision making, problem solving, planning, goal setting in group settings
   - 2.7 Quality of work life programs
   - 2.8 Quality circles
   - 2.9 Force-field analysis
   - 2.10 Self-managed teams

3. **Intergroup Relations**
   - 3.1 Intergroup activities (process or task directed)
   - 3.2 Partnering
   - 3.3 Process Consultation
   - 3.4 Third-party peacemaking at group level
   - 3.5 Survey feedback

4. **Total Organization**
   - 4.1 MBO
   - 4.2 Cultural analysis
   - 4.3 Confrontation meetings
   - 4.4 Visioning
   - 4.5 Strategic planning/Strategic management activities
   - 4.6 Survey feedback
   - 4.7 Total quality management
Obviously, Innovation and change management strategies get involved with a lot of variables. These following two empirical cases should clarify and exemplify what about importance and implication of managing innovation and change management of public organizations.

**Empirical Case 1: Competency Development of Pattaya City for Preparing into ASEAN Community**

Thailand has planned and prepared for entering and participating ASEAN community officially since 2015. Pattaya City, one of the most popular tourism landmarks of Thailand also has been unavoidable in the change current and environment.

Research objectives have been finding out managerial competency of Pattaya City. And try out to increase and strengthen its competency in ASEAN community environment by every development, development administration, and valuable theory and model.

Systems Theory and Public Management Quality Award (PMQA) have been utilized in the research, as the research theoretical framework.

**Hypothesis of the research**

1) There have been correlations between each PMQA variable and outputs of Pattaya City.

(2) Integrated related theories, models, strategies, policies, programs, projects should be developed and utilized in order to increase much more managerial competency of Pattaya City.

Research methods have been documentary, questionnaire, and in-depth interview. Deductive approach of analysis has been utilized in data analysis and evaluation.

The questionnaire has been valid, and reliable at 0.994. 148 personnel at C6-level and above of Pattaya City have been a set of research sample and/or sample size, required to respond the questionnaire with 194 issues/items of indicators.

**Major Research findings**

Managerial competency of Pattaya City has been good or “B” grade. “Outputs of Pattaya City” has correlated with every variable of PMQA: with “process arrangement” (r=.895), with “human resource oriented” (r=.858); with “focus on customer and stakeholder”(r=.854); with “measurement, analysis, and knowledge Management” (r=.822); with “strategic planning” (r=.811); with “leading organization” (r=.703); and with “organizational attributes” (r=.603)

**Recommendations**

Competency development for Pattaya city composed of innovations, interventions, concepts, theories, guidelines, and development administration and management strategies, such as supply chain analysis, value creation, strategic planning and management, benchmarking, leadership development, survey feedback, conflict management, competency development,

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Nopparathapol Sriboonmark, (2015), Competency Development of Pattaya City for Preparing into ASEAN Community, Chonburi: Burapha University. (proposed to 15th National Conference of Political Science and Public Administration, 2015).

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**Empirical Case 2: Administration Development of Autonomous Public Universities in Thailand**

The establishment, change, and development of some autonomous public universities in Thailand have inspired me to analyze their philosophies, concepts, and principles. Historical, developmental, and holistic approaches have been utilized, in order to study related concepts, principles, and theories of administration and administration of autonomous public universities, to study any problem of administration, of causes and effects of problems of autonomous public universities, and search for some guidelines, techniques, strategies and a sound ‘model of administration development of autonomous public university’

**Major Research Findings:**

1) Autonomous public universities in Thailand had more independence and freedom in university policy formulation and implementation.

2) The university policy and administration have been more decentralized.

3) The economic and management models have been applied in the university policy and administration processes.

4) Some sound theories possibly have not been utilized in the university policy and administration processes.

5) Although the autonomous public university has tried to apply ‘empowerment strategy’, there have been some critical problems, the research has pointed out ‘more independence or freedom in power utilization, more possibility of unethical behavior or corruption’ in autonomous public university administration processes.

**Recommendations**

1) Should integrate related sound theories and concepts in autonomous public university and administration processes.

2) Should seriously focus in both quantity and quality of Inputs-Processes-Outputs and Outcome of the autonomous public university administration system.

3) Should believe in the Academic Freedom and Academic Excellence and other higher educational administration philosophies.

4) Should run the autonomous public university in more decentralization rather than centralization.

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5) Realize that quality, efficiency, innovation, and social responsiveness have been generic building blocks of competitive advantages.

6) The autonomous public university should be the leader and mentor of transparency and or good governance in all dimensions of human resource development, administration development, and national development administration.

7) Should combat any corruption and unethical behavior by some effective public management innovations, such as check and balance mechanism and other innovations, including benchmarking, reengineering, total quality management, team building and management, ethical behavior development, and other integrated innovations and wisdoms.

These empirical research cases should be some critical and challengeable examples, at least, we should consider in what extent we can accept and develop major research findings and recommendations for innovation and change management.

Conclusion

Innovation is the process by which organizations use their skills and resources to develop new goods and services or to develop new production and operating systems so that they can better respond to the needs of their customers.

In managing organizational change and development, there are lots of innovation and change management strategies/innovations, to be utilized, such as systems theory, participation and empowerment, teams and teamwork, applied behavioral science, action research, OD interventions, typology of OD interventions, change agent and change management, and related empirical cases.

We together have just learned more about the importance, implication, and relation between innovation and change management for every kind of organization. Especially, in the era of globalization and easternization of our changing world, public, private, and other related organizations need to adapt and adopt every innovation and change management strategy in order to enhance social, environment and organizational benefits. In addition, every government, public and private organization needs to formulate any sound and optimal policy to solve all problems and challenges related to change and development administration with innovation and change management strategies.

Anyway, research and development programs and projects for managing innovation and change should play important roles in innovation creation and planned change processes.

References


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