Model of Change Management Using ADKAR Model in Organization: A Case Study of International College of Yunnan Minzu University, China.

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Abstract:

Organizations implement change management strategies or models for many reasons. For those organizations competing in the world market where competitors come from many countries, change management is firmly required to have a competitive edge in the market. Change is a complex and ongoing process that could take time, expertise, dedication, and effort to make it happen. Change requires the involvement of people or staff of the organization and wittingly affects these people through those changes. Change management is the application of structured approaches or strategies and planning frameworks to move an organization or business from its current state to its desired state. Change management is about initiating, designing, planning, implementing, reviewing change activities, and sustaining those changes made. In this case study, the author adopts a checklist model using the ADKAR (Jeff Hiatt 2003) approach for the International College of Yunnan Minzu University, China.

Introduction

No one can dispute that organizational change is hard. There are endless possibilities for why we need change in our organizations. It could be the organization embraces a new chief executive officer who only knows his way and no other ways, or organizations have to adapt to the newly changed environment for their survival. According to Fishman (1997), change can occur due to a merger, an action of its competitor warranted the change, alteration in strategy, and introduction of new technology to name a few. In the globalization era, communication and ways of dealing the businesses have been revolutionized and become easier and faster. Hence, the transaction costs have been significantly lower. It is unavoidable that any organizations go through some form of change in the twenty-first century. It must be clear that change is not only rapid but also complex and requires very clear and sound communication, commitment, and ownership throughout the organization (Holder, 2002).

This case fully illustrates the importance of managing change. Rubberex Alliance Sdn. Bhd. is a subsidiary of Rubberex Corporation Berhad, a listed company in Bursa Malaysia. Another subsidiary of Rubberex Corporation Berhad under the name of Rubberex (M) Sdn. Bhd has been operating for thirty-one years producing household rubber gloves and industrial rubber gloves. Both companies account for ninety-eight percent of the products produced for the export market. Nonetheless, Rubberex Alliance Sdn. Bhd was set up in 2014 to produce nitrile disposable rubber gloves to take

advantage of shifting demand in the world market from latex disposable gloves to synthetic (nitrile) disposable gloves due to allergy issues as well as technological advancement of ways to vulcanize nitrile to be as comforting as latex gloves. The industry now can produce nitrile disposable gloves as thin as latex gloves without worrying about latex allergies. An allergy can be traced to latex proteins which are only found in natural rubber as in the case of latex examination gloves. Synthetic rubber as in the case of nitrile or scientific name is acrylonitrile butadiene is made up of copolymers or chemically compounded material from petroleum-based products. The nitrile has more resistant to oils and acids compared to that of natural rubber and that is another reason why nitrile disposable gloves are more attractive in terms of wide application used compared to that of natural rubber.

Although both subsidiaries are in the rubber glove business, the manufacturing of nitrile disposable gloves is somewhat different from producing household and industrial rubber gloves in terms of types of machinery, processes, packaging, and standards. Therefore, it cannot employ the same methods or systems as Rubberex Alliance Sdn. Bhd which came into formation four years ago. Rubberex Alliance Sdn. Bhd. is still considered a young company and its workforce is still trying to adjust to the nature of the fast-paced manufacturing environment. It has gone through three leadership changes of factory general manager within a short span of four years. The chief executive officer of Rubberex Corporation is now temporarily assisting the job factory general manager. It is human nature that we want people to follow us and it is the same recipe being applied by all the previous factory general managers a new person takes over the job, the workforce has to accommodate the different perspectives of the general manager. Moving forward, Rubberex Alliance Sdn. Bhd. need to access the current situation and find ways to instill a good culture and behavior in the workplace or generally called change management.

Change management strategies

Change management refers to the change or transitioning of people, organizations, and projects from one state to another. Change management is the application of structured approaches or strategies and planning frameworks to move an organization or business from its current state to its desired state. Change management is about initiating, designing, planning, implementing, reviewing change activities, and sustaining those changes made. Change is an ongoing process that has time limitations whether short-term or long-term, and needs expertise, dedication, and efforts to implement it. Change requires the involvement of people or staff of the organization and directly affects these people by those changes.

This so-called new perspective needs to convey to the employees so that employees know what the organization expects from them and what can employees expect from the organization. First, we need to have an understanding of organizational change roles and the practical implications of those changes to the roles in which the perspective is being carried out. Change is important in any organization especially international education at Yunnan Minzu University as it competes on the world stage and any slacks will give its competitors the advantages in the higher learning international education industry. According to Scoggin (2017), organizations face dual challenges on the global front. First, the technological and continuous advancement of emerging ideas has rendered many existing methods obsolete. Second, consumers in the twenty-first century are more demanding of innovative products and services and expected a shorter production window. Not only that, consumers expect the product at a reduced price (Scoggin, 2017). Therefore, organizations like the international college of Yunnan Minzu University had already past the infant stage and must now be ready to take on the world.

There are many kinds of literature and scholarly articles that highlighted organizational change that if it is not tackled in the "correct ways", the change is doomed to fail. "Success rates in some industries are as low as 10% and the average failure rate of 70% has remained relatively static over the past 50 years" (Barnes, 2018). Numerous studies indicated that poor communication is partly to be blamed as the recipients of change do not fully understand what the change managers are trying to convey. They are many challenges that await the change managers such as resistance to change, not accounting for details, changes construe as distressing to the employees and may lead to employees seeking other job opportunities, and many more.

In the case of the International College of Yunnan Minzu University, one of the hotly contested issues is its reject rate. Although the organization's quality objective specifies a reject rate of 5% per annum international college is on the mission to raise the bar to be below or at 3% reject rate per annum. At this time, the reject rate fluctuates around 4% to 8%. There are many approaches and models of change management that international colleges can based on. Recognizing the nature of the business of an international college which is a linear process or progressing from one stage to another in a single series of sequential steps, it is advisable to adopt change using checklist model. The checklist can codify messy and iterative process to straightforward process on what to do next to improve the chances of success.

Among the checklist models available are the widely used n-step models or "n-step recipes", where "n" is the number of items on the list, Lewin (1951) classic change management model, McKinsey 7 S model, Kotter's (2007) change management eight-step model, ADKAR change model and plenty more. Oftentimes, management consulting firms that are responsible for implementing change management developed their recipes of checklists with memorable acronyms. Boston Consulting Group developed the DICE model which stands for duration, integrity, commitment, and effort.

ADKAR model was developed by Jeff Hiatt (2003) which stands for awareness, desire, knowledge, ability, and reinforcement. International College of Yunnan Minzu University would apply a top-down management approach. Based on Henri Fuyol's theory of management, change managers or general managers are expected to do; planning, organizing, commanding, coordinating, reporting, and budgeting.

ADKAR MODEL as a catalyst for change management

The best possible approach for the International College of Yunnan Minzu University is to use ADKAR developed by Jeff Hiatt in 2003. The acronym ADKAR stands for awareness, desire, knowledge, ability, and reinforcement. ADKAR model is a goal-oriented tool in which various change management within the organization will focus on those steps or activities that are directly related to the intended goals. All those activities or steps in this model are cumulative and in a sequence.

The primary focus of this model lies on the individuals who will be involved and affected by this change. These individuals who play the pivotal roles or as agents of change are the middle managers such as quality assurance managers and supervisors, production managers and supervisors, purchasing managers and packing managers and supervisors. These agents of change must achieve the results in an orderly fashion so that the change can be sustained and implemented at the various levels of an organization. They must apply this model to find out any gaps within the processes that impede the change process and offer solutions that can improve overall processes.

Awareness of the Need for Change

The management must create awareness of why there is a need for change. The management can also create a sense of urgency as in this case to lower the reject rate to 3%. The top management must convey the message of awareness not only to change managers but also to the entire organization. The message of why change is needed such as it will affect the delivery, quality, customer satisfaction, profit, and eventually employees of the organization. By creating awareness such as banners proclaiming such as we are moving towards a 0% reject rate or similar to that at the strategic places within the organization's compound, people will always remember the intended goals of why change is required.

Desire to Support the Change

The change managers must fully support the idea of the need for change. It must come from within the individuals that the desire to change is for the betterment of the individuals and also the organization. The change management teams must focus on their activities and processes that will drive the individual change and hence achieve the organizational goals.

Knowledge of How to Change

The change management teams must evaluate the knowledge base of their teams. Everybody on the team must be able to absorb new knowledge. The teams must ensure that those employees lacking in knowledge must be given training and education tirelessly to ensure everybody is on the same page. Training can be in-house taught by a competent person in the organization or by a certified consultant. Ability to demonstrate skills and behaviours. Once the change managers implemented the change in activities or processes and employees have been trained to do the jobs and followed the sequences, the employees have acquired new knowledge and skills for the jobs. Their resistance to change is being slowly erased as their abilities to the jobs have been enhanced by the new knowledge and understanding. If stagnation surfaces, it is advisable to take action concerning the element that caused the stagnation.

Reinforcement to Make the Change Stick

With all being said and done, the change managers must ensure that reinforcement of the change is being carried out to ensure the sustainability of the system is being maintained and followed through.

Conclusion

Organizational change usually meets with resistance from the employees of the organization. The ADKAR model is a change management tool to help identify why change is needed and to assist employees through the change process within the organization. The roles of change managers are vital in determining the success of the model. The natural reaction of the employees is to resist the change and change managers as agents of change must convince with a reasonable explanation why the organization needs to move from the current state to the desired state. Once the awareness

instills in the employees, the change management teams can implement those changes with sound and extensive knowledge. Steering toward different behaviours and acquiring new knowledge in line with the changes for the employees are part of this model requirement. The model does not stop once implemented. It is the utmost necessity that this change is sustained. Sustainability is vital to prevent the organization lapses into the previous behaviour.

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