

Transformacija organizacije kao promjena!

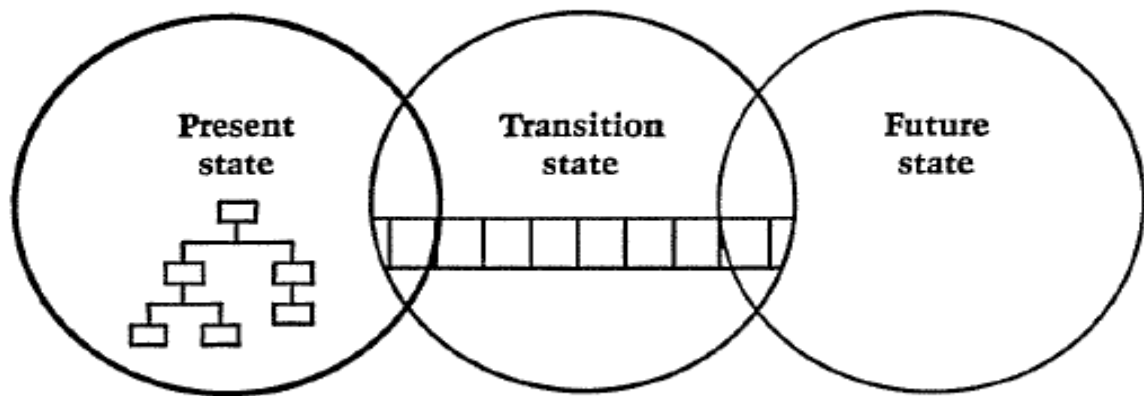
Promjena je kao putovanje

- Kad ljudi putuju trebaju više od vizije **KAMO** će biti vođeni.
- Trebaju i praktično vodstvo, te znati **KAKO** će:
 - putovanje izgledati
 - se premostiti ekonomske i psihološke rizike koje tako često prate fundamentalne promjene.

Osim fokusa na savršenstvo OSTVARENJA, menadžeri moraju biti orijentirani i na LJUDE o kojima ponajviše i zavisi ovo prvo.

STRATEGIJA KAO VEZA IZMEĐU SADAŠNOSTI I BUDUĆNOSTI





Faza transformacije – šta se mijenja?

- *Promjena blika organizacije*
- *Promjena misije*
- *Promjena načina obavljanja biznisa*
- *Promjena vlasništva*
- *Downsizing*
- *Promejna organizacione kulture*

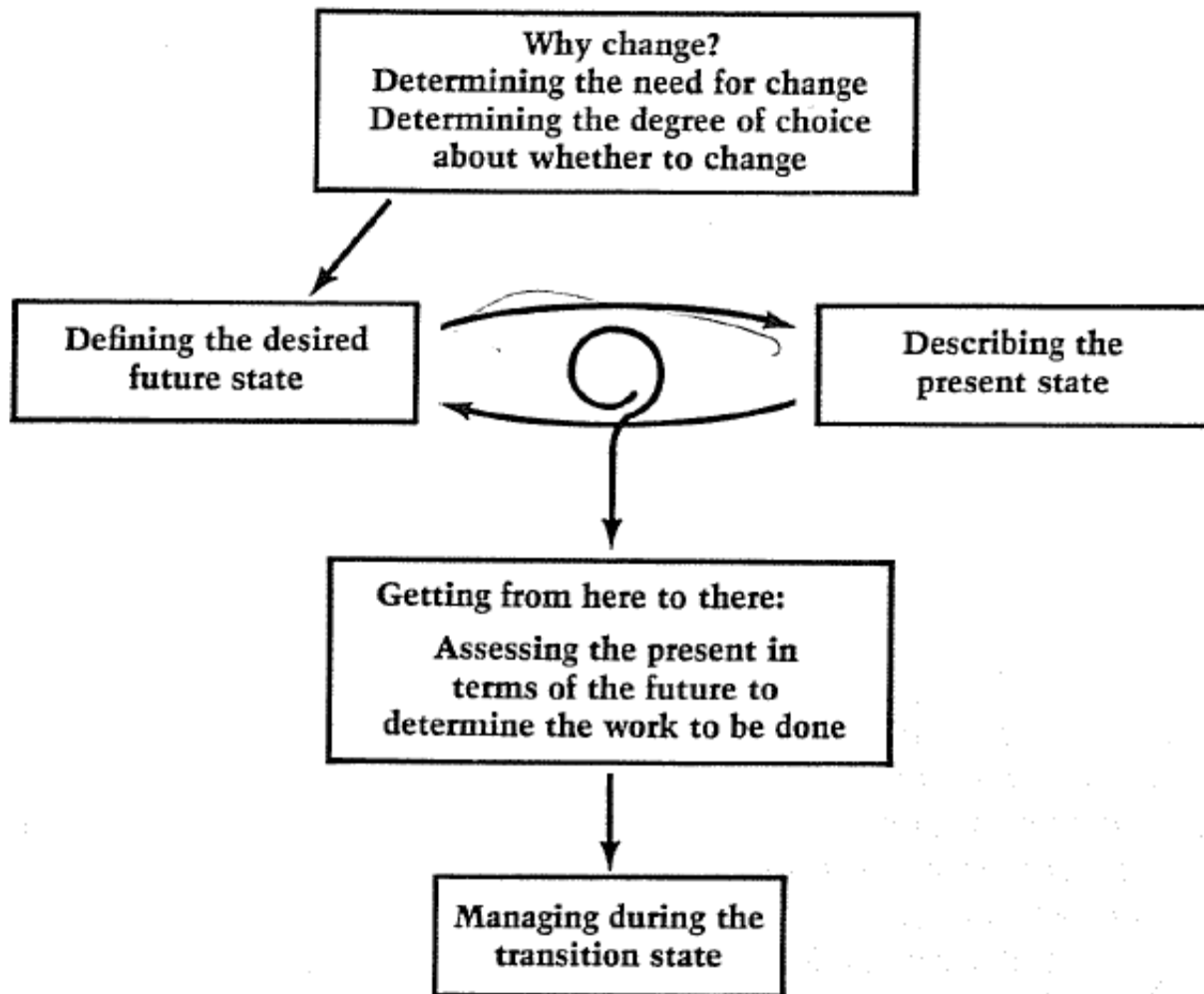


Figure 4-1
Map of the Change Management Process

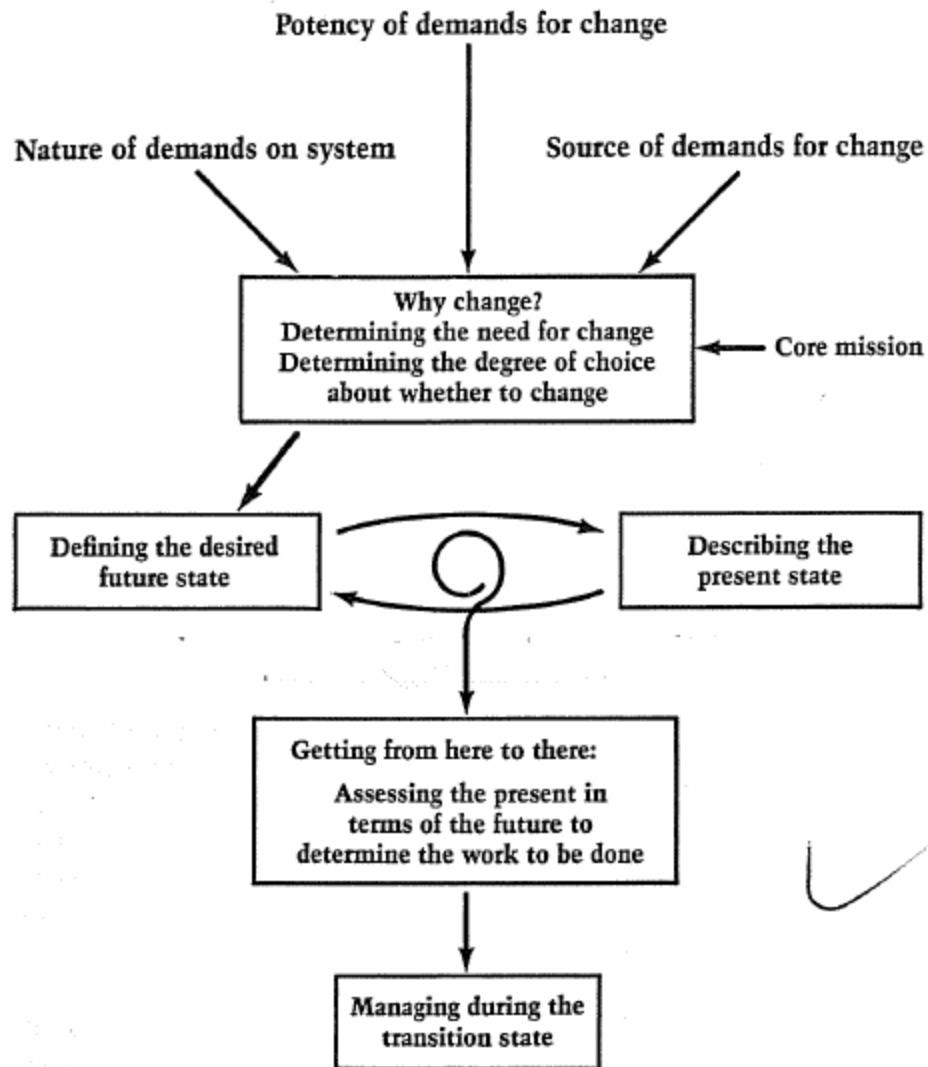


Figure 4-3

Change Management: Determining the Need for Change

Preduslovi efektivnog menadžmenta promjenama

Organizational Transitions

- a vision of what the institution should look like, and direction toward that vision.
- a clear sense of the organization's identity (reason to be).
- a clear sense of the organization's interdependency with its outside environment. The organizational system consists of both the formal organization and those parts of the environment that constantly affect it, such as competitors or technology.
- clear and reachable *scenarios* (not objectives, but descriptions of end states that also define what the organization should look like at an intermediate point). Scenarios should be clear enough to provide the basis for developing strategic plans, including, contingency choices.
- flexible enough organizational structures to manage optimally the types of work required, production, innovation, business strategies, market intelligence, information management, people management, and creative financial planning.
- effective use of advanced technology. Managers, not technicians, should determine office technology, production, and telecommunication applications.
- reward systems that equally reflect organization priorities, values, and norms and individual needs for dignity and growth.

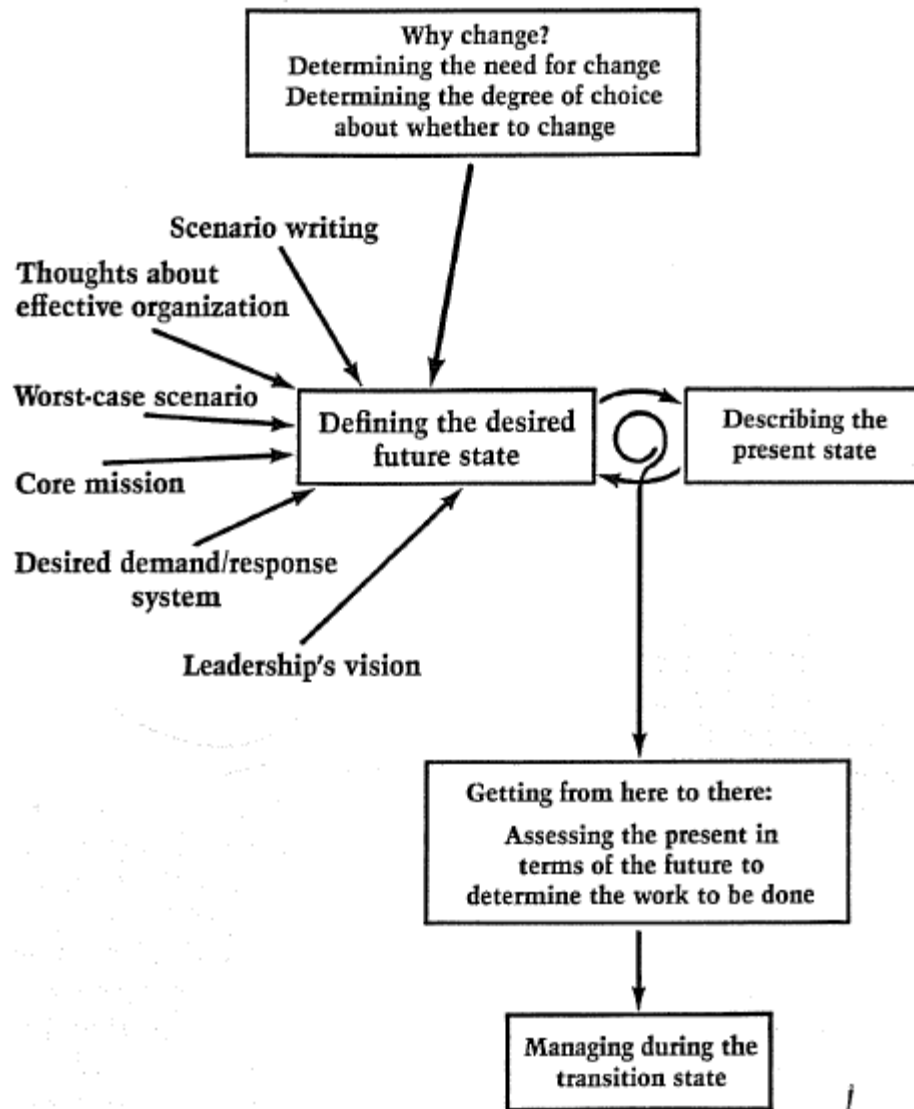


Figure 5-1
Defining the Desired Future State

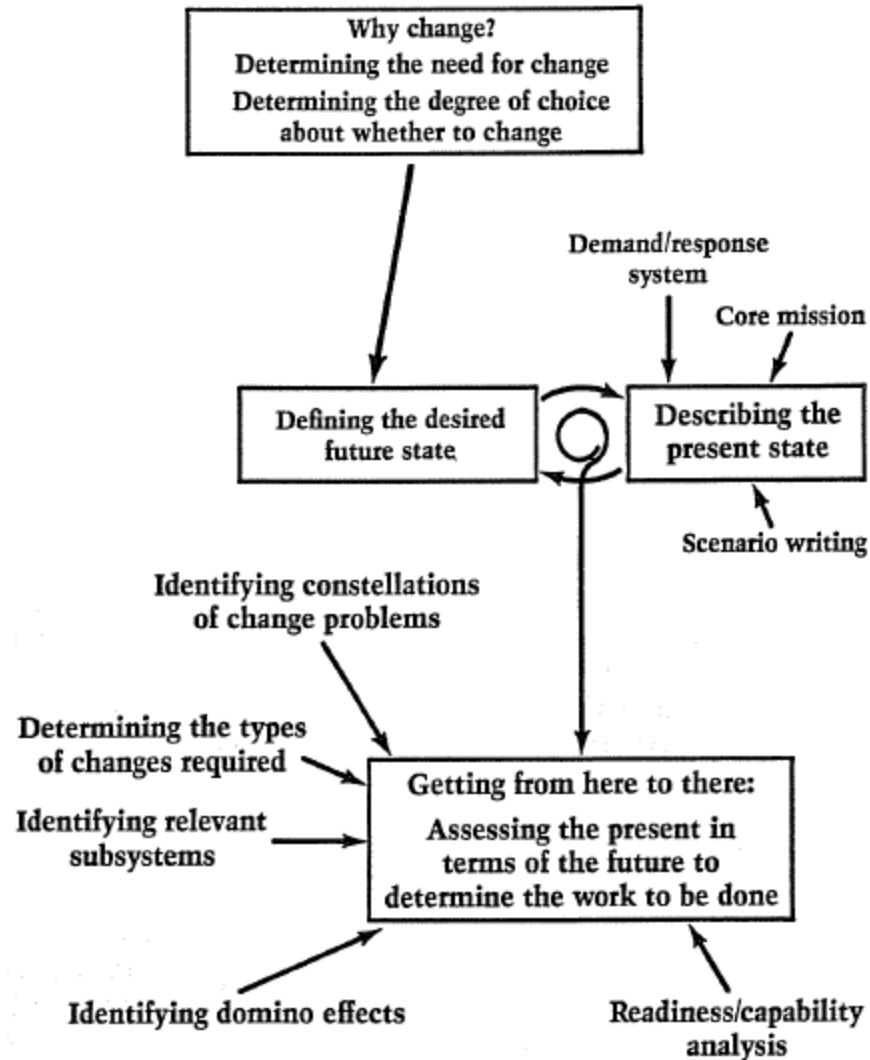


Figure 6-2
Change Management: Analyzing the Present State

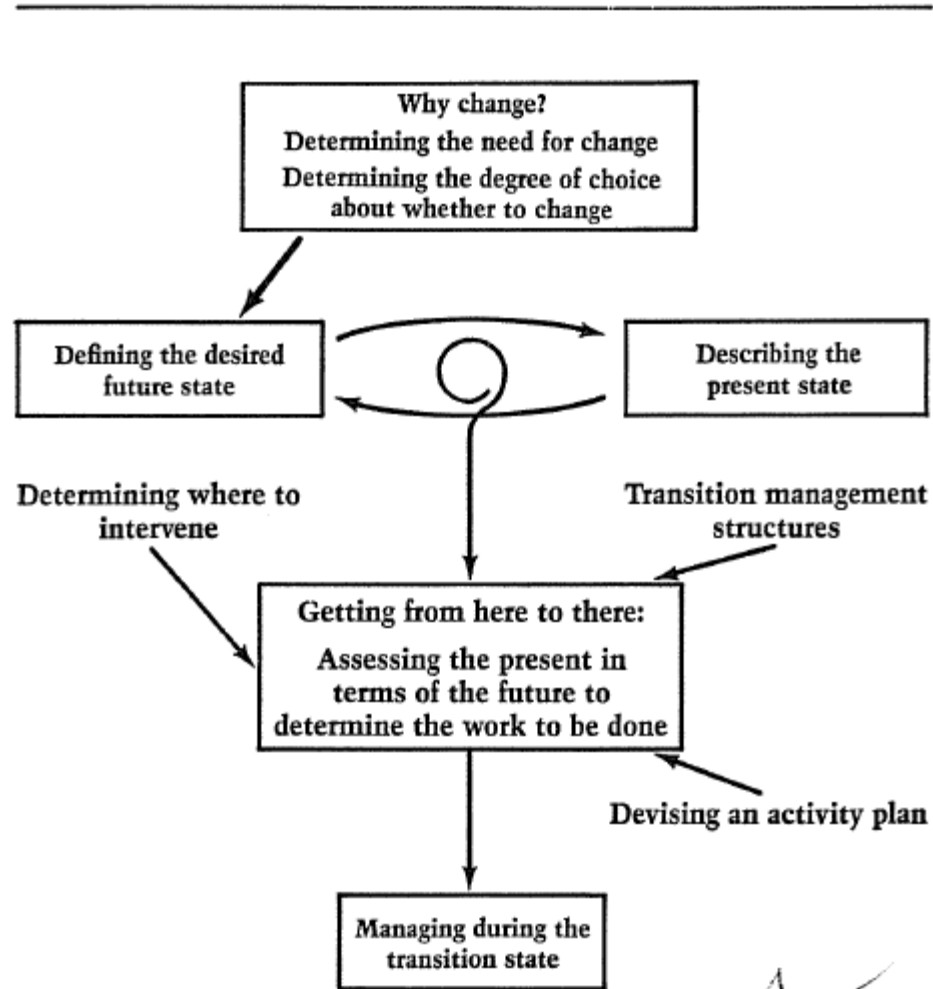


Figure 7-1
Change Management: Managing the Transition

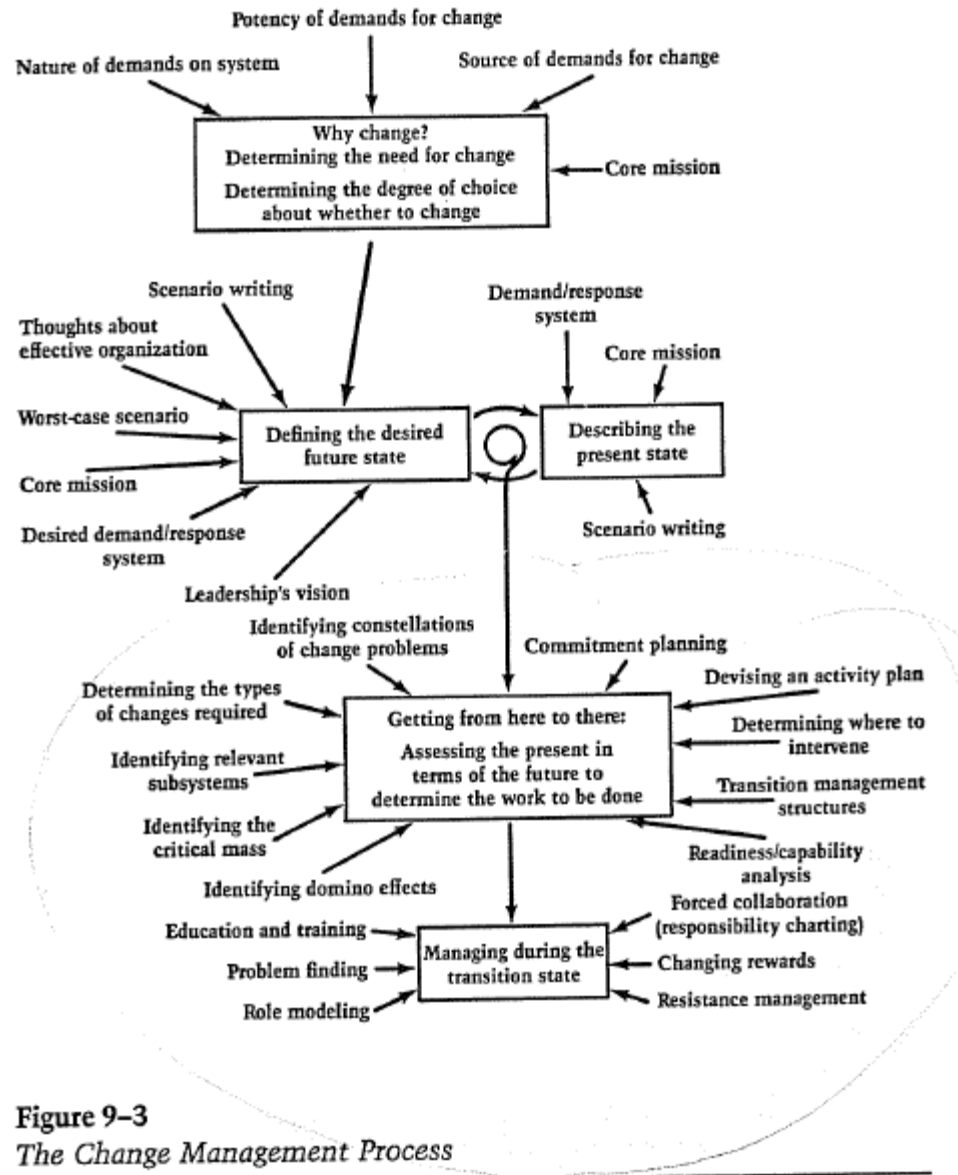


Figure 9-3
The Change Management Process