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## Conceptual Approach To The Management of Change And Innovation

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### ABSTRACT

**Background:** Nowadays, rapid development in transition and with its own characteristics, which include changes in knowledge and technology is Many developments have created so many great organizations listed companies have been successful in the past decade, there is not and vice versa. The purpose of this study is to provide a conceptual approach to the management of change and innovation. **Objective:** Based on current research aims to provide a conceptual approach to the management of change and innovation. **Results:** This research review examines the various aspects of managing change and innovation are addressed and while definitions of organizational development background research, the causative agent of change, overcoming resistance factors, making the pace of change, management patterns, opening ... Deals. **Conclusion:** Finally, this paper presents the concepts and review of research into new aspects of change management deals.

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## INTRODUCTION

About 500 years before Christ, Heraklions Greek philosopher said: "No one more than once, can not swim in a stream." It shows a long "change" has been made with such subtlety. Nevertheless, human loves stability, because the fear of lies (Etebarian, 2008).

Drucker's words, the only constant in today's changing world, it has changed. So as Lao Tse said resistance Fold change is like trying to breathe not and success as it is death, The organizations have to innovate to survive and live and continuous changes are permanent (Hanifi, 2007). Directors do not centered on a common basis emphasis management, but which is thrust metamorphic change management, bypasses (Tofighi, 2011).

Tom Peters, one of the experts at the American Institute of Certified Management writes: The principle change is the only constant in the world on all governmental organizations and the private sector is prevailing. He went on to say that the use of the word in relation to the cover and a semantic Learning is necessary because of the accelerating pace of change and the pace of change in the practices and procedures Marks. Ability to respond and adapt to changes in society and the use of force as a force for constructive change, or lack thereof, The major distinction between victory and defeat (Haji Amoo Asar, 2007).

One of the most striking features of contemporary dramatic and ongoing changes in attitudes, beliefs, social values, Ways of doing things, and many other phenomena of life to be seen. Change, a new era has proven to one of the issues factors mean that the new situation will differ in their former condition. Transformational leader helps the organization to change the Considered view that it is an opportunity to realize it. Changing phenomenon that drives the creation of large Face. Peters writes that can be found today, the only thing constant is change, organizations and communities are also affected by this phenomenon The big change (Carnal, 2001).

If there was a change, it is relatively simple and plan administrators had no problems. Organizational change is a reality and deal the change is one of the duties of directors. Current environmental assessment and management turmoil, experts believe that the employee should be able to easily adapt to new environments with

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continuous changes and turbulence. Despite the efforts of managers in organizations to make changes in the organization's recent survey indicated that over 75% of organizational change efforts Failed or has not led to the desired target (Stanleigh, 2008).

Icons and chlorine were also found during the review of the three programs; only one program is successfully implemented. Subsequent investigations by Mc Kinsey in 2008 confirmed these figures.

Though many fans prefer to improve the organization as a system that is free from conflicts of power hold dear Cooperation has been strengthened, but if it feels causes and effects of changes in corporate policies that changed the balance Has the power to close their eyes, a naïve and in this way they go too far if you want to taste the bitter taste of defeat( Khorasani Toroghi, 2012).

Change is inevitable and should be constructive and effective change in organizations to design and manage. Today's world requires that kind of leadership is growing toward enabling organizations to create their own value and potential of the same We think the crisis and emergency work. In such circumstances, organizations should realize that coming to power goals forced "to become" targets "stay" prefer. The recent events in the present era, development, reconstruction and modernization of important dimensions organizational health and the management of change in organizations is one of the most difficult tasks of leading executives. Today organizations face increasingly dynamic environments and changing, so in order to survive and their dynamics forced to adapt to environmental changes. In other words, the accelerating pace of change and transformation Scientific, technological, social, cultural and ... Today, organizations are successful and efficient addition to coordination with developments in society, they can predict the future and the changes and changes also be able to make changes to changes are desirable to build a better future guidance (Movayedniya, 2006). Because according to Toffler's just enjoying the creative change for changes that could lead to future damage from shock and stay safe in the hands of a better future and a more humane come. (Toffler, 1995)

In addition to being sensitive to potential changes in the management of an organization must be able to show a reaction against it. Management the steps process should be modified in order to increase the feasibility of successful implementation of a strategy for being aware of and able By choosing to change (Smith, 1992).

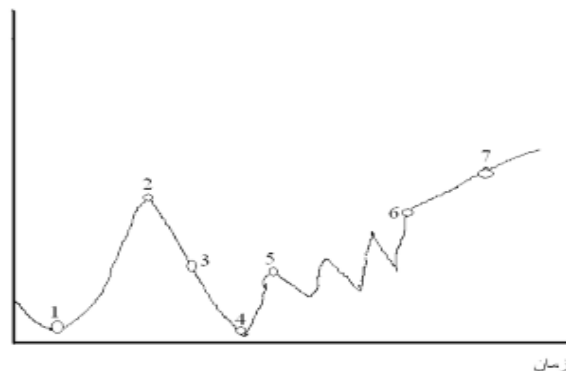
Accordingly, the present study sought to answer the question patterns and the way organizational change is: how can successful change can be achieved?

#### Methodology:

This study was a review. Using a variety of sources including books, articles, and especially the Internet to evaluate different opinions and views on the need for the organization, resistance to change, coping with organizational resistance, resistance to change, coping with resistance to change in organizations is discussed.

Kustka & Moench (2003) argue that if managers understand the process whereby the action eat, they will be able without destroying the motivation and commitment of individuals to manage the change process successfully. These researchers to complete the steps in conviction graphs are shown below.

Perceived competence



#### Stages of change in the organization

Managed by the Centre of excellence for research in Australia was conducted on 300 Australian organizations. The results showed that the three problems at the opening, there is a fundamental organizational change in order of importance: 1 - Strength Staff 2 - Transformational Leadership and 3 - Communication Problems. (crater, 2002)

Kiyuop (2001) The relationship between organizational culture and the changing culture of universities to achieve this result in three ways; Change programs are effective in creating organizational readiness for change and responding to it, to reduce resistance to change and improve the software change process.

Research by Movayedniya (2006), a management and leadership development, change management and the need to express the importance of today, To put it briefly facilitator of change and improvement in the

organization and strategies for overcoming resistance to change and innovation, and the obstacles that the deals.

The book concludes that the human dimension of organizational change and the causes of their new role do not feel comfortable and at the loss of their former glory. Also, it takes some time until the new positions be established due to the uncertainty of it, they resist change exhibit. He believes that understanding critical factor for the effective integration of the human dimension of change is a purposeful change. The case involved employees in the change process using components developed strong relationships, focus on transparency, resistance to welcome them with an open mind to issues Keep calm and listen to the emphasis has changed (Aune, 1995).

Cook and French (1958) for changes in the production of clothing began to change. Part of the car changed. This who did changes in three categories as defined contribution and concluded that those individuals with whom consult the percentage of transfer, resignation less and performance is improved (Change in increased production and reduced costs).

Kurt Lewin (1958) at the University of Iowa in their study comparing the two methods, and concluded that, for a change, Collaboration more effective methods of speech only.

Different views and perspectives about the concept of change, the factors leading to its transformation domain, the pattern of change in resistance changing times, opening the way to deal with resistance ... There's only important cases are dealt with.

#### *Results:*

##### *Definitions change:*

Organizational change process of organizational change to understand all of the key processes that may be used to perform a task or goals to be established. Organizational change process to improve processes (Goudarzvand Chegini, 2007).

Accept a new idea or behavior Daft organizational change is defined by the (Izadi, 2007).

In accordance with the definition of "Hansen" The process of transformation is the change in attitudes, structures, policies, purposes, or some of the outputs of units occurs (Hansen, 1992).

Means to reach out and settle the case and in the other case. Topics include changes in organizational change one of the current situation in at least one of the areas of organizational structure, technology, staffing, duties and functions manufacturing and services and achieve desired position (Akhavan Saraf, 2006).

In fact, evolution is a process of creating and sharing new concepts and interpretations of organizational activities (Mir Hosseini, 2008).

##### *Organizational change management:*

Organizational structure that specifies how tasks are allocated, who reports to whom, and mechanisms how are formal organizational coordination and interaction patterns. Most experts recognize the dimensions of the organizational structure, Complexity and concentration are measured. To the extent that direct the behavior of employees of an organization, rules, regulations and procedures based Is the official name. Complexity of segregation within the show. Furthermore, the degree of specialization, division of labor and the number of levels in the hierarchy refers. Centralization of decision-making authority to the position where it is located, refers. In organizations that have a high concentration, the problems have moved to the top of the pyramid and chief executive officer of the proper action should accept them. In organizations with low centralization of decision-making authority is dispersed at low levels of the hierarchy.

Evidence suggests that these dynamic environments towards a greater impact on the organizational structure is static environment. In the media organizations need to recognize the dynamic, complex and low concentration, but in a static environment, formalization, complexity and high concentration has a positive effect on organizational performance.

It appears that some of the barriers to change are rooted in the organizational structure. Communication patterns in long-term structures in the system can be changed to create a resistance. Business re-engineering methods and processes can be used to overcoming structural barriers to change is helpful. Thus, with flexible structures and relations between units Systemic barriers to change, they can facilitate the acceptance of change (Rangriz, 2010).

##### *The role of language in the process of organizational change:*

Tsoukas the management science research suggests that at least three ways to explain organizational change and management exists in terms of behavioral, cognitive and non-organized behavioral view of the oldest and most extensive study of managerial attitudes toward change and the change will be included. The basic principles of behavioral approaches are as follows: The first principle is that evolution is based on the model and thus implicit (step) is continuously happening. Cognitive approaches to understanding and

implementing the transformation process that is not enough behavioral perspective. The transformation requires a good it is our feelings and attitudes of the people we met during the transformation process.

The third view of systems and cognitive symptoms of the common people to attain or achieve a particular goal. A language is a sign system can apply the pattern to the words (Tsoukas, 2005).

#### *Management of change and independence:*

Richard Beckhard believes that the first step in the change management process is detection, analysis and recognition of the fact current and environmental needs and the organization's ability to respond and meet the needs and establish a clear picture of the situation has changed the ultimate realization of the changes. He believes that having a picture of the situation as a guide to what should be changed it is used in an effective change process is an important process for "learning while doing" knows and writes:

Learning should not only be seen as a good thing, but should be considered as changes necessary to achieve the goals will. If managers are an integral part of the learning process and manage design changes are not desirable rarely the performance the benefits of using the learning speed is very low will enjoy. Field-dependent learning style and if a character constant is independent of the characteristics of the relations between individual differences in cognitive in most areas individual and social learning concepts are and business (Witkin, 1981). Apparently, it depends on the style and field independent personal judgment affects some of the learners are learning the subject, while for some very little or no effect on others (Witkin, 1975). Field-dependent and independent existence shows that how can people when trying to identify the important aspects of a particular situation, overcome distracting background elements to (saf, 2002) for a change, organizations need people with the ability to move the proper perspective, Analysis of the issues they have to be able to source changes. In order to make the switch, data conversion goals, Programs, policy and guidelines are. There are many factors in the environment that always feels the need to change track. These factors threaten an organization and on the other since they are generating more opportunities. Thus, rapid changes environmental organizations, and especially with such managers have to deal with the challenges facing organizations and managers must be dynamic transformational a special ability to be able to use threats of environmental opportunities and organizational strengths and the weaknesses of the strengths and opportunities for meeting the challenges of the environment and the new challenges of organization and management conflict successive waves change as new technologies and changes in social relationships can be formed in various competitions (Robbins, 2006).

#### *System under development, organizational learning:*

The organization of space is a framework in which learning occurs. Learning organization requires a major transformation. Should become structure and strategy in different ways change. The change in the next four landscape, culture, strategy and structure are (MR Ali Shirazi, 2010).

1 - Vision of hopes, goals and future direction of the organization. Landscape picture of the inside of rooted out and then it is transferred. The first step in creating a learning organization, creating a solid foundation based on the eye savings common learning.

2 - Culture: the values, beliefs, practices and customs of the points. Culture helps to shape popular perceptions and behavior to. In a learning organization, organizational culture is such that the absolute learning as a critical success factor business is known.

3 - Strategy: The practical application, Methods, tactics and steps taken to achieve the vision and objectives of the company is concerned. In a learning organization, strategy, acquisition, transfer, and application of learning in all actions and operations, the company will be better.

4 - Structure of sectors, levels and configurations company. Learning organization, with flexible structures, flat and has no boundaries communication of information flow, local responsibility and cooperation within and outside the organization to bring maximum.

#### *Level changes in humans:*

In general, changes in human behavior are divided into four levels:

1 - Changes in knowledge, 2 - Changes in attitude or orientation, 3 - and 4-behavior changes - changes in group behavior.

The easiest type of change, change the knowledge and knowledge. Change in attitude after the fact. Approach respects the affective can be positive or negative, the construction of knowledge are different. Changes in individual behavior is considerably more difficult and more pronounced than the previous two, but a change in the group or organizational Since a change in the habits, customs and traditions is concerned, it is difficult time-consuming changes. However, although the levels of change in organizations, the level of the changes in individual and group behavior are more important, however, requires fundamental changes in individual and group behavior changes in knowledge and attitudes of particular individuals (Movayedniya, 2006).

*Resistance to change:*

Many researchers have emphasized the fact that the management of change, the change over time of the evolution of human what effect does the individual or individuals who are involved in development, will be ignored. Tishi and Davana three basic for resistance to organizational change identified that these three factors are: technical barriers, political barriers or threats of climate change coalitions and cultural barriers, such as lack of support he development of he development of commitment and attachment to the old ways, but each of these factors and thus directly support the daily activities related employees. According to Judson and Spotnitz not directly challenge the resistance to change, but people do not see it until the teaching and the transformation does not feel supported. This process supports the idea of a new relationship between employees Strebel and organization. Knowing how an organization can best support the staff during the transformation process, It is of utmost importance. Lack of attention to this issue in the transformation process caused many problems such as lack of job satisfaction, Commitment to reduce stress and turnover (Szamosi and Duxbury, 2001).

*Causes a change:*

Six factors that cause specific changes include:

Nature of the workforce: education, education, female labor force participation rates increase, the demands and expectations of the young generation and ... Variables such as the rapidly changing nature of the workforce has created.

Technology is changing the nature of the technology makes it change. Employing modern technology like computers, robots (robots) and a very strong impact on the organizations have fully automated systems.

Shock (shock) Economic: We live in an age of discontinuity. Changes in prices, such as oil, gold, inflation, un employment and ... This is such a hit.

Social trends: Social Trends 70, 80 and 90 of 2000 and since then has completely changed. Community approach to higher education, marriage, type of purchase (taste), and it has changed.

World politics: with a glance at world events can be found as the difference between yesterday and today. For example, the crumbling of the Berlin Wall, South African government to release Nelson Mandela from prison, free choice in Nicaragua, the collapse of the Soviet Union and ... It can be noted.

A very high percentage of managers and staff members should be ready to accept different cultures. Language learning, global policies for other countries is another sign of change.

Competition: organizations together to make changes. Successful organizations will continue to be able to show proper reaction against competitors, Stand firmly on their feet and able to quickly produce new products or to supply to world markets. In other words, they need to be flexible in the face of drastic changes in the environment, but they are able to react quickly and adapt to new conditions (Goudarzvand CheginiI, 2007).

*Overcome the resistance of:*

Eliminate sources or factors that resist change are six methods are presented. Now it'll be quick:

Communications: For staff and members of the resistance should be communicated and explained to them the cause of the change and the reasons enumerated. The implementation of the method has to be assumed that due to resistance or lack of staff, poor communication systems. If staff members are aware of all the facts and any misunderstanding wiped out, the resistance will decrease. To do this, you can pay people to debate, circulars issued in relation to lectures or reports prepared and presented. There is no doubt that these methods are effective, resistance to change course due to lack of proper communication between management and members of the organization if there is not trust. If there is such a process of change can not possibly succeed.

Partnership: If people would change and when decisions are made, it is rarely possible to stand against it. Before making any changes to those who are likely to oppose the rise, and invited them to participate in decision -making. If it is assumed that these people are experts in making such a change, then their contributions will result in the loss of strength. It is because of their commitment to quality and the type of decision that can be improved. But it also has some weaknesses such as weak solutions and spend a lot of time.

Considering the facility: Managing change can make a huge effort to break down the resistance. When members of the organization changed to panic and anxiety tend to increase, They should consult with their comfort where he sat. If necessary, they must be taught new skills or give them a paid vacation. The disadvantage of this method is that its execution time is spent. Furthermore, the method is costly and there is no guarantee for success.

Transaction: Another way in which the agent can change the way eliminate potential resistance, resistance is reduced in exchange for something of value is given.

Putting their own instrument: Sometimes management is attempting to distort the facts, and thus attempts to spread false information or rumors to look amazing and the staff members of the accept. Management staff

may threaten that if they do not agree to pay a certain percentage of the reduction, a special unit will shut down. If the claim is false, then the people who manage their document is placed.

Use of Force: The last method is the use of force which is listed in the management of resistant groups that directly threaten and forced them to take out resistance. Examples include the use of force, threats of deportation, the post and demoted. (Goudarzvand Chegini, 2007).

#### *Steps to successful change:*

Wondering shock: It is no sudden faced with the situation that causes people not to recognize that in the present circumstances and new patterns and their performance is not appropriate. Thus, they conclude that fitness is reduced.

Denied and refused: There's a way to bring those values do not need to change if they believe that they need to change their jurisdiction again competence has been increased.

Track: At this point they feel the need to change and that their perceived competence dropped and are looking for a short-term solution. They are looking for signs of healing are tend not to change behavior patterns.

Emotional acceptance: This stage is called the stage is known, is the most important step, would be successful only if the administrator has the values, beliefs and behaviors, the desire to create, Organizations that are able to show their true potential, in the worst case, this might be a very low speed or stop the process from happening.

Training and Learning: Accept the new change, a new desire to learn to create. People who try to begin new behaviors and processes and will experience success and failure at this stage. It is the duty of the managers of the project started it easier for people to donate prizes that will increase their own perceived competence.

Diagnosis: A stage in which people learn through practice and gain more information and knowledge gained through this feedback effect is. People understand what is effective in one location. This understanding opens their minds to new experiences and these experiences led to the development of new behavioral patterns that increase organizational flexibility. Other people feel, perceived competence and change them so much that they take precedence over everything.

Solidarity: People completely new patterns of thinking and apply it in practice after creating cohesion between the different tasks carried out by repeating and practicing new behaviors become routine (Hanifi, 2007).

#### *Managing Resistance to Change:*

Management, conflict management, organizational resistance to change as well. Managers in this state, rather than attempting to remove or overcome resistance outcome, it should be considered as a means to review the proposed changes. If you resist change, forcing managers to communicate with employees, re-evaluate decisions related to the search to find new ways to reach that goal, then it would be constructive. About the important role in leading the process of change, Safikiz (philosopher famous for 400 years before Christ) has said the knife cutting razor double door that can never be the escaped but must factor in the evolution of the hand surgeons seasoned and formidable committed to using its knowledge and opportunities to engage in effective therapy (Sadlr, 2001)

#### *The change process:*

In addition to being sensitive to potential changes in the management of an organization must be able to show a reaction against it. The walk change Management process to enhance the feasibility of successful implementation of a strategy for getting to know and be able to change the selection. Most of the strategies using a model of "Kurt Lewin" are organized for change. Levine believes that if an organization wants to be successful in their changes, you should follow the following three steps: Disrupt the status quo and take the form of individual and group pressure towards resistance to change, moving to a new situation, stabilize the situation and bring it to a permanent position. After a change in management strategy should identify the forces affecting it.

Change within an organization is often met with resistance. There are several ways to overcome this resistance, which for example can be used for communication, collaboration, negotiation mentioned.

Another method that can enable organizations and employees adapt to the changing environment more utilized approach to organizational learning (Akhavan Saraf, 2006).

#### *The pattern of change management strategies Bourgeois and Brodwin:*

1 - grammatical approach: In this approach, little attention is focused on CEO more on editing strategy implementation plan has been developed. In this approach, the formulation and implementation of strategy, he directly managed by the Administrator or by a group that can be formed using the powers given to him.

2 - approach to organizational change: the strategy has been created, the executive director of the company to adapt to change and adapt to the reward system enforces HR department.

3 - The partnership approach: rather than strategy created in a vacuum, chief managers try to attract high levels of participation, to ensure all key staff are supported by the project.

4 - Cultural Approach: This approach developed a partnership approach, which includes individuals of middle and even sometimes people also are lower levels. Thus, the cultural approach to strategy execution through a holistic and corporate culture in the organization.

5 - Growing Approach: In this approach, senior director, planning and implementing the force strategy will advance the interests of the plan and lead others along a long process of not therefore, the description and actions of their managers to implement appropriate strategy poses a hero (De Wit & Meyer, 2001).

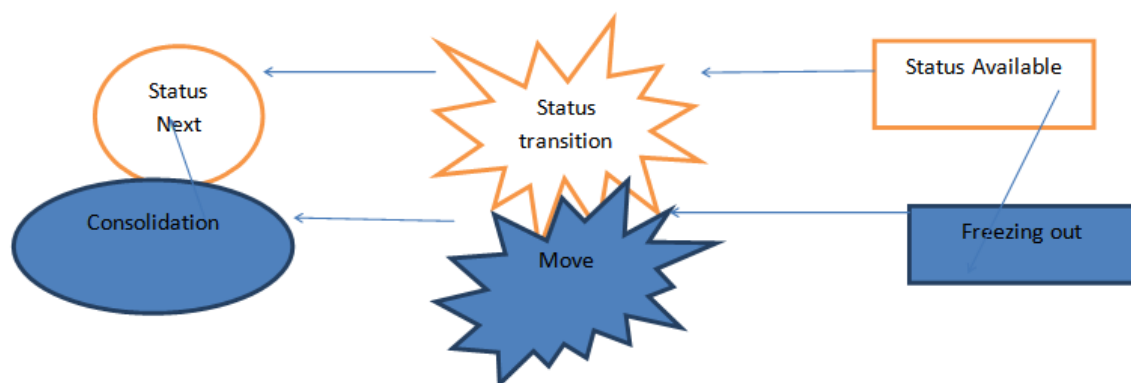
#### *Kurt Lewin's three-stage model of strategic change management*

In all changes, regardless of size and complexity, there are three steps:

1 - Current Status: current situation and the situation that currently exists between the ideal situation is clear. Current conditions most of the standards and indicators that can be done in a strategic study is determined. Kurt Lewin's model analysis indicates the distance between the current situation and the ideal situation is a strong incentive to move from the status quo, and do good, considered to be the future.

2 - the transition period is when all the changes that are happening. This is the bridge that connects the favorable disposition of the status quo. This period as a "transitional period" will be remembered. The most difficult part of the program, the same step. In this section, it is necessary to fulfill the goals and objectives of the organization, extensive changes occur. Details of the changes desired must be specified and step step planning and management. Perhaps the weakness of the program - which will not run properly - at this stage there is a lack of understanding the requirements and details.

3 - The future: When the change was complete and the realization of the objectives found in the past that it reaches the point of imagining or visualizing it had a creative vision. (Beckhard, 2002)



Kurt Lewin's change model and its relationship with organizational change

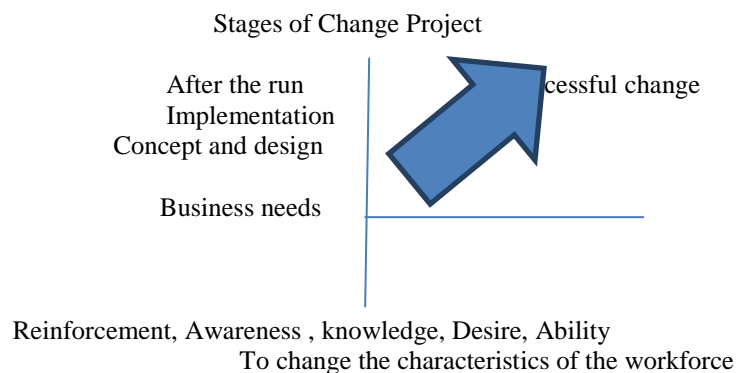
#### *The Prussian model:*

Prussian in 2003 to manage change in the organization has provided a model that helps managers to identify the steps necessary for successfully implementing an effective role in the process to play.

He called his model Adkar change management model., The name by combining the first five letters of the English word is used:

Reinforcement, Awareness, knowledge, Desire, Ability

The Prussian model on a chart displayed in one dimension (The horizontal axis) features a five-stage human resource base and the other after (The vertical axis) the plan has been changed. He is Believing the rescheduling is done both at the same time to move forward successfully. These dimensions is shown in Diagram. (Prussia, 2003)



In this model, the five stages of change management basic awareness of the need for change, willingness to participate and support the change, understanding and knowledge of how to implement the change, the ability to continue the skills and behaviors emphasis has been put needed, and the strengthening.

#### *Discussion:*

Due to the different perspectives, as in the previous section was that the researchers can say that change is inevitable and should be constructive and effective change in organizations to design and manage. The world's growing need to create the kind of leadership that enable organizations to focus on their potential value to and at the same time dealing with crises and emergencies should scrap the workplace. In such circumstances, organizations should realize that coming to power goals forced "to become" targets "stay" prefer. Recent events in the current era of transformation, reconstruction and modernization of important dimensions of organizational health and the management of change in organizations is one of the most difficult tasks of leading executives.

#### *Conclusion:*

So we can conclude that: Since the amount of uncertainty associated with the stability and security of employees and managers are subject to change affects and hence it is evident that at least the first experience for employees and organizations (public and private) is not easy, and some will naturally resist change. In addition to being sensitive to potential changes in the management of an organization must be able to show a reaction against it. Management must change in order to increase the feasibility of successful implementation process the walk aware and able to choose a strategy for dealing with change.

Most of the strategies using a model of "Kurt Lewin" are organized for change. Levine believes that if an organization wants to be successful in their successful change, you should follow the following three steps:

Disrupt the status quo and take the form of individual and group pressure towards resistance to change, moving to a new situation, stabilize the situation and bring it to a permanent position. After a change in management strategy should identify the forces affecting it are. Change within an organization is often met with resistance. There are several ways to overcome this resistance, which for example can be used for communication, collaboration, negotiation mentioned. Another method that can enable organizations and employees adapt to the changing environment can be used with, Organizational learning. If they are successful in implementing change system developers need to acquire these skills.

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