MUNI ECON

Organizational Behavior

implementing the change

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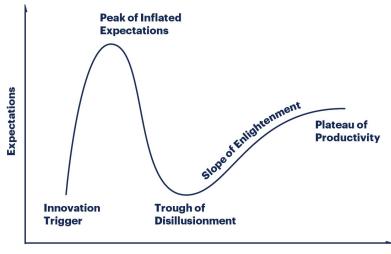
2020

Introduction

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Gartner Hype Cycle



Time

(Gartner, 2020)

Introduction

core activities

- recognizing and starting
- diagnosing and formulating
- planning
- implementing and reviewing
- sustaining
- leading and managing
- learning

Due Diligence

range and complexity of issues

- an industry and competitor analysis
- a product and market analysis
- an assessment of the target's management talent
- an analysis of management fit
- an assessment of potential synergies and technical issues
- a review of the terms and conditions of employment
- an assessment of the compatibility of pension funds and so on

fragmentation of the data collection

- external help
- strategic fit
- practical implementation

(Hayes, 2014: 438)

access to information and resources

- obstacles
- insufficiency
- ignorance
- time

(Hayes, 2014: 438)

Psychological Issues

mindset

leader

team

shareholders

stakeholders

communication planning

- to maximize the likelihood of successful communication
- to coordinate the communication of 'secrets'
- to coordinate internal and external messages
- to provide a contingency plan

managing stakeholders

- Aligning and coordinating
- Promoting trust and procedural justice
- Responding to pressure to deliver quick wins
- socioemotional support

Problems and Obstacles

types of problems I/II

- practical
- theoretical
- procedural
- evaluation
- moral
- personal
- non-personal ...

types of problems II/II

- well-defined vs. unknown or insufficiently defined
- routine vs. unexpected
- real generic
- generic for an institution
- real unique
- first of many
- konvergent
- divergent ...

biases I/IV

Cognitive biases

- Anchoring
- Apophenia
- Attribution bias
- Confirmation bias
- Framing
- Halo effect
- Horn effect
- Self-serving bias
- Status quo bias

biases II/IV

Conflicts of interest

- Bribery
- Favoritism
- Funding bias
- Insider trading
- Lobbying
- Match fixing
- Regulatory issues
- Shilling

biases III/IV

- Statistical biases
- Contextual biases
 - Academic bias
 - Educational bias
 - Experimenter bias
 - Full text on net bias
 - Inductive bias
 - Media bias
 - Publication bias
 - Reporting bias & social desirability bias

biases IV/IV

Prejudices

- Classism
- Lookism
- Racism
- Sexism

dealing with problems

- 1. problem
 - identification, specification, ...
- 2. goal
 - determination, criteria, ...
- 3. ways
 - proposals ...
- 4. execution
 - realization, (simulation,) ...
- 5. evaluation

strategies I/II

- understanding
- reformulation
- cause or root
- external help
- logic
 - deduction, induction, abduction, analogy, ...

strategies II/II

- searching for starting points
- evaluating solution
 - optimum, ...
- working with problem solvers
- multi-strategic

...

Sources

Gartner. (2020). Hype cycle research methodology. Retrieved from https://www.gartner.com/en/research/methodologies/gartner-hype-cycle Hayes, J. (2014). The theory and practice of change management. Palgrave MacMillan.

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