Organizational change and development occurs when an organization changes its overall business plan and strategy for succeeding in today's marketplace. This can occur when an organization adds or removes a large section of its business or changes their practice or the organization wants to change the very nature by which it operates. An organization moves through different stages of development depending on the marketplace share they are trying to gain. The stages are: the entrepreneurial stage followed by the collectivity stage, which is the need for additional people. The next stage is the formalization and control stage, which is the need for more stability and structure. Finally, we have the elaboration stage, which is the need for balance.

Change is brought about in an organization in many ways. There are many external pressures for change. Some examples are: technological advances, government regulations, societal values, political dynamics, demographics, and international interdependence.

As an organization grows and plans for the changes to come they may use a plan to reach their goals. The three-phase model of planned change developed by Kurt Lewin includes:

1. Unfreezing
   - Provide rationale for change
   - Create sense of safety with change
   - Create guilt/anxiety about not changing
2. Moving
   - Provide information supporting change
   - Bring about shifts in behavior
3. Refreezing
   - Implement new evaluation systems
   - Implement new hiring and promotion systems
   - Create guilt/anxiety about not changing

There are many choices for an organization when they do decide to change. How long should the change take? How important is the change? What support will they need internally and externally? How will they fare in a competitive environment with the new changes?

There are important tactical choices involving the speed and style of a change effort. These are: speed of change, urgency, degree of support, amount and complexity, competitive environment, knowledge and skills, financial and other resources.

An organization must also address how to proceed with the change. What style will they use to reach their overall goals? The styles of changes include a top-down style vs. a participatory style. Once an organization chooses to change and implements the change, support is needed internally for the changes to be successful. In some cases there may be a resistance to change. Some employees may even make efforts to block the introduction of new approaches.

When organizational change does not go well, the DADA syndrome may take effect. The DADA syndrome consists of the following elements:

- **Denial** – ignore possible or current change
- **Anger** – individuals facing unwanted change become angry about the change
- **Depression** – individuals experience emotional lows
- **Acceptance** – individuals embrace the reality of the situation and make the best of it

With the proper management in place and the proper plan for organizational management, an organization can accomplish successful and significant change. The long-term success of an organization depends on its ability to adapt and sustain change within the organization.
End of presentation