

Models of organizational change

Four schools of thought

Rare – Discontinuous

Rational School (teleological)

Organization: **Oriented social construct**
 Change: **Need to adapt to new environment**
 Strategy: **Planned change (Top-down)**
 Actors: **Top management**

Developmental School (growth)

Organization: **Developing social construct**
 Change: **Natural progression**
 Strategy: **OD - (Bottom-up)**
 Actors: **Extensive participation**

Actor's Imperative

Change

System's Imperative

Organization: **Pluralistic social construct**
 Change: **Turbulence (Confrontation)**
 Strategy: **Positioning – legitimating – negotiation (Strategic)**
 Actors: **Interest groups**

Organization: **Unstable system**
 Change: **Disruption – inevitable mutation**
 Strategy: **Organizational capabilities vs. inertia**
 Actors: **Interactive sub-systems**

Political School (dialectic)

Evolutionary School (natural selection)

Random – Discontinuous

(Inspired by: VAN DE VEN & POOLE. « Explaining Development and Change in Organizations ». *Academy of Management Review*, 20 (3), 1995, 510 – 540 et de : WEICK & QUINN « Organizational Change and Development ». *Annual Review of Psychology*, 50, 361-386)