

**WOMEN IN
LOCAL GOVERNMENT
INITIATIVE**

“A Cultural Change Programme”

CLASSIC CHANGE MODEL

KURT LEWIN

❖ UNFREEZING

Build awareness and willingness to change

❖ CHANGING

Experiment with new behaviour, new skills and new structures

❖ RE-FREEZING

Acquire the new skills, implement, evaluate and reinforce

APPLE COMPUTER'S WRITTEN EMPLOYMENT CONTRACT

An “Apple Deal”



Here's the deal Apple will give you; and here's what we want from you. We're going to give you a really neat trip while you're here. We're going to teach you stuff you couldn't learn anywhere else. In return . . . we expect you to work like hell, buy the vision as long as you're here . . . We're not interested in employing you for a lifetime, but that's not the way we are thinking about this. It's a good opportunity for both of us that is probably finite.

PRUDENTIAL

Prudential's Corporate Recruiting Policy

An Equal Opportunity Employer

Prudential recruits, hires, trains, promotes and compensates individuals without regard to race, colour, religion or creed, age, sex, marital status, national origin, ancestry, liability for service in the armed forces of the United States, status as a special disabled veteran or veteran of the Vietnam era, or physical or mental handicap.

This is official company policy because:

- we believe it is right
- it makes good business sense
- it is the law

We are also committed to an ongoing program of affirmative action in which members of under-represented groups are actively sought out and employed for opportunities in all parts and at all levels of the company. In employing people from all walks of life, Prudential gains access to the full experience of our diverse society.

SOURCE: Prudential Insurance Company

Four Roles in Organisational Change

Inventor

Develops and understands technical aspects of idea

Does not know how to win support for the idea or make a business of it

Champion

Believes in idea

Visualizes benefits

Confronts organisational realities of cost, benefits

Obtains financial and political support

Overcomes obstacles

Sponsor

High-level manager who removes organisational barriers

Approves and protects idea within organisation

Critic

Provides reality test

Looks for shortcomings

Defines hard-nosed criteria that idea must pass

SOURCES: Based on Harold L. Angle and Andrew H. Van de Ven, "Suggestions for Managing the Innovation Journey," in *Research in the Management of Innovation: The Minnesota Studies*, ed. A. H. Van de Ven, H. L. Angle, and Marshall Scott Poole (Cambridge, Mass.: Ballinger/Harper & Row, 1989); and Jay R. Galbraith, "Designing the Innovating Organization," *Organizational Dynamics* (winter 1982), 5-25.

