

## **CHANGE MANAGEMENT**

**A**ll organizations are destined either to perish through business failure from being left behind by the competition or to accept that undertaking change is a natural part of business life in order to keep in line with customer requirements, the need for improvements or customer or fashion demands. While this chapter provides a number of models around managing change, it is stressed that any change management plan is destined to fail unless supported by a main sponsor, often the senior management of the organization. The organization's stakeholders have to accept that such change is seen as being appropriate for the specific organization and its customer base will respond positively to the change. There are a number of reasons for change, through either incremental drift of lagging behind others or the need for a more large-scale change initiative through evolution or revolution.

Even on the basis of senior management support, the change process is likely to be time consuming and management will

have to consider the type of change strategy best suited to pursue the organization's new direction. There are a number of factors that should be considered when choosing how to implement the necessary changes as each approach will be appropriate in different circumstances. Indeed, those that are inconsistent with the demands of the situation – the people, the cultural setting and the business environment – will undoubtedly run into problems and fail to support the long-term required changes.

This chapter provides some approaches to planning organizational change and gaining commitment, and also includes a number of models around managing resistance. With few exceptions people's reaction to change will follow the change curve, itself influenced by issues around security, status and self-esteem. Clearly, implementing change needs to be planned, executed, reported and reviewed.

The process of change implementation needs to be aligned and appropriate to the organization and an example of a three-phase approach is described below.

**Phase 1: Organizational pre-positioning** – the first phase focuses on the preparations for change through communications with staff and stakeholders, it concentrates on preparation for the introduction of changes to the organization's structure and the delivery of general change management awareness training to staff. This important phase is aimed at preparing the organization for change, gaining commitment from those involved and managing the associated risks.

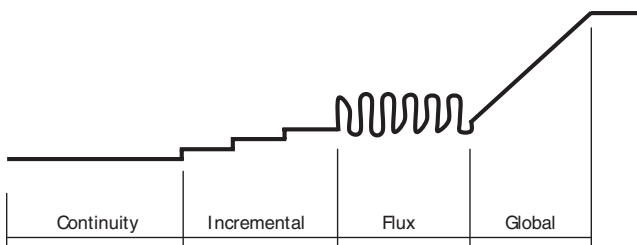
**Phase 2: Change management plan implementation** – this phase concentrates on the implementation of the changes in accordance with the agreed plans and the business objectives. The four key change components described in this chapter are undertaken by the change management team. During this phase

typically any new senior management appointments will be initiated and the new organization structure implemented.

**Phase 3: Ongoing support and consolidation phase** – here the focus will be on continual support and improvements as the changes become embedded within the organization and regarded as the ‘way to do business’. This third phase leads to the longer-term and more difficult cultural change as shown in the ‘change pyramid’. This phase is important for the changes to be successful within the transformed organization and for employees to understand their new roles and their contribution to the success of the organization.

## PATTERNS OF STRATEGIC CHANGE

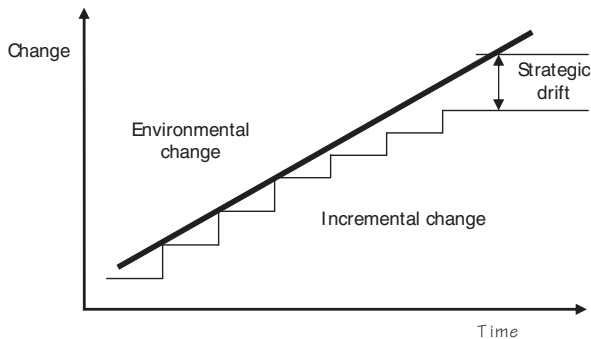
While there are periods of continuity where established strategy remains unchanged, typical organizations inevitably change as strategies are gradually formed. Some organizations without a clear direction undergo a period of flux where change also takes place. Planned major change can also take place but is often an infrequent action and part of a larger change management initiative.



From Gerry Johnson and Kevan Scholes, *Exploring Corporate Strategy*, 2002, 6th edition, text and cases. Reproduced with permission of Pearson Publishing.

## STRATEGIC DRIFT

Even where organizations are engaged in their own change derived from incremental improvements this can often be behind that demanded by the changes in the business environment resulting in further action being needed to gain closer realignment. The model shows that the business environment changes although the organization's strategy fails to develop in line with it. In reality it is often difficult to ensure that the organization remains aligned with external influences as each subtle change can be undetected on its own; however, many organizations will recognize the reality shown in the model.



From Dr Tim Hannagan, *Management Concepts and Practices*, 2005. Reproduced with permission of Pearson Education.

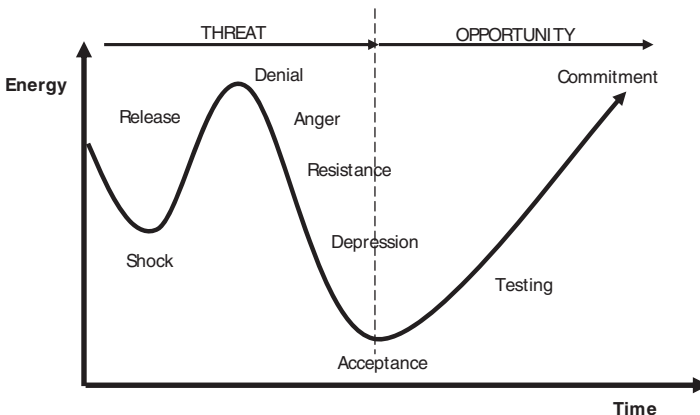
## TWO EXTREMES OF MANAGING CHANGE

While there are a number of approaches to change, there are two extremes of major step change (revolution) and a more gentle, incremental change (evolution). This is not to suggest that one of these types is good and the other poor – it depends on a range of circumstances and the client organization's drivers for change.

REVOLUTION	EVOLUTION
BPR – Business process re-engineering	Continuous improvement Kaizen
Start from scratch	Build on what has gone before
Very rapid	Slowly and steady
Innovative	Maintenance and improvement

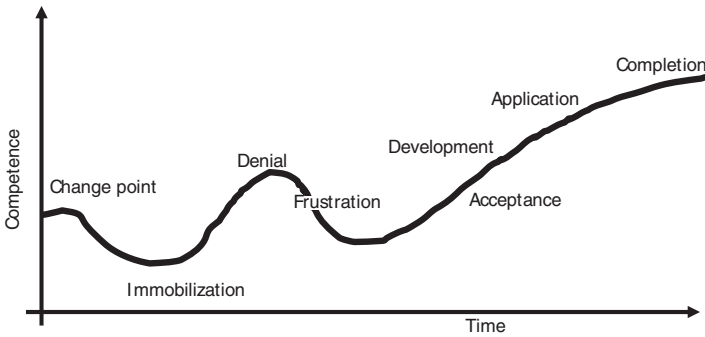
### THE CHANGE CURVE (OR LOSS TRANSITION CURVE)

This model originates from studies by the American psychiatrist Dr Elizabeth Kübler-Ross, first published in 1969, on bereavement and five stages of grief. This work has been shown to have wider applications in understanding how individuals deal with change within organizations. Although the bereavement model stages are denial, anger, bargaining, depression and acceptance, these have been adapted to the workplace situation. In this regard it is used to show the energy consumed in the change process over a period of time, although this time period is unique to each change event: it may cover a day or many months. Only after acceptance of the change can individuals move forward with the change being then regarded as an opportunity. This model is developed further below.



## MANAGEMENT OF CHANGE WITHIN AN ORGANIZATION

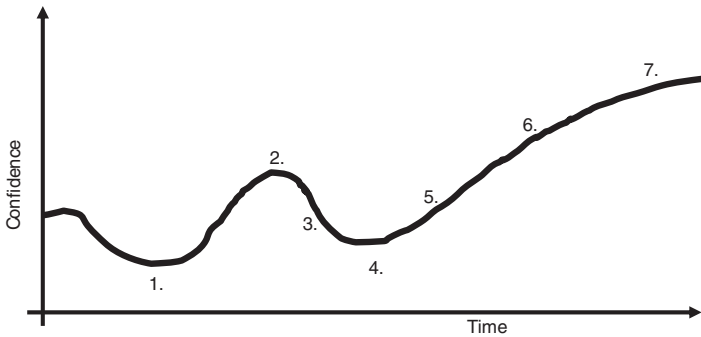
This model has been developed taking the reactions to change concept, as shown above, to understand organizational change and the impact on individuals. While the graph follows a similar trend the stages have been retitled. The table below corresponds to the graph and indicates how managers may be able to identify the change stage for individuals and how they need to react to it.



STAGE	CLUES	NEEDS
Immobilization	Withdrawn, marks time	Time to get used to new situation
Denial	Acts as if nothing changed, wastes time	Patience, clear authority, permission to explore
Frustration	Doesn't know how to make needed change	Tolerance, permission to think on own
Acceptance	Selects options, lets go of past attitudes	Acceptance, permission to be self in situation
Development	Acquires new skills, knowledge	Support permission to grow and succeed
Application	Applies new learning, develops own views	Encourage permission to take responsibility
Completion	Competent	Give self permissions

## MANAGEMENT OF CHANGE – CHANGES IN SELF-ESTEEM DURING TRANSITION

This final graph and table show the changes in self-esteem that individuals often follow:

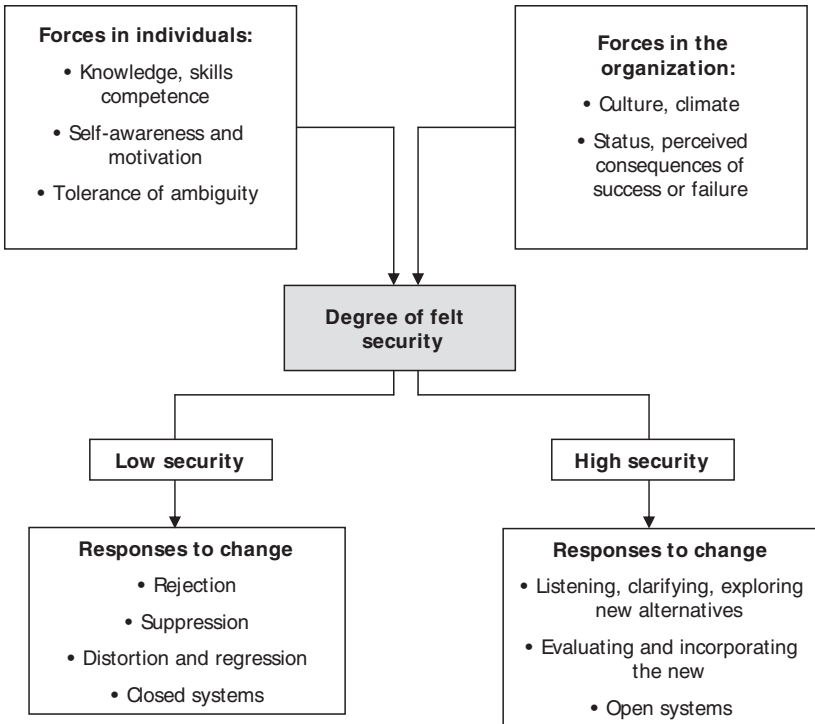


STAGE	CHARACTERISTICS
1.	<b>Numbness</b> – Shock, immobilization and a sense of being overwhelmed. The less positive towards and unfamiliar you are with the situation, the more pronounced the symptoms.
2.	<b>Minimization/Denial</b> – Here the change is minimized, even trivialized or perhaps denied. The systems may be building up defences for the full impact of changes to come.
3.	<b>Self-doubt or depression</b> – An awareness of the need to change, self-doubt arises out of powerlessness and lack of control, typified by swings of energy, anger, hopelessness, resistance to change and frustration of not being able to cope.
4.	<b>Accepting reality/letting go</b> – This is a stage where the past is released as the obvious need to move on is accepted for what it is. Can also be relief and the beginning of reshaping.
5.	<b>Testing</b> – Here the person starts testing for new ways to behave and manage in the new situation. Often pre-formed and stereotyped patterns are used and modified. Irritation with progress is common behaviour at this stage.

STAGE	CHARACTERISTICS
6.	<b>Searching for meaning</b> – At this point there is a gradual shift towards understanding, looking at meaning as to how and why things are different. A period of reflection.
7.	<b>Internalization</b> – The final phase of internalizing all the meanings and incorporating them into a changed behaviour, routines or lifestyle.

## CHANGE AND SECURITY

As well as self-esteem, security is also tied to stability in the workplace; the relationship between change and stability is shown in the following diagram:

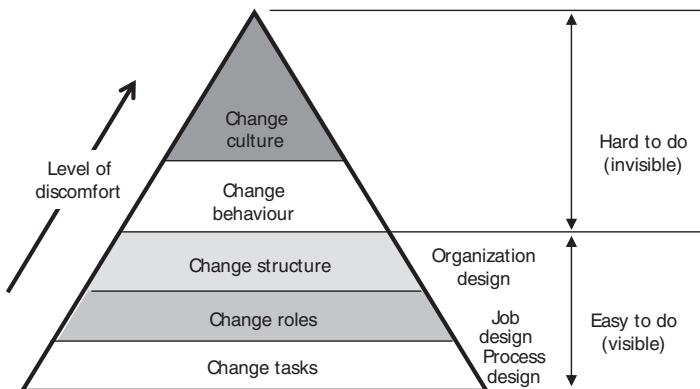




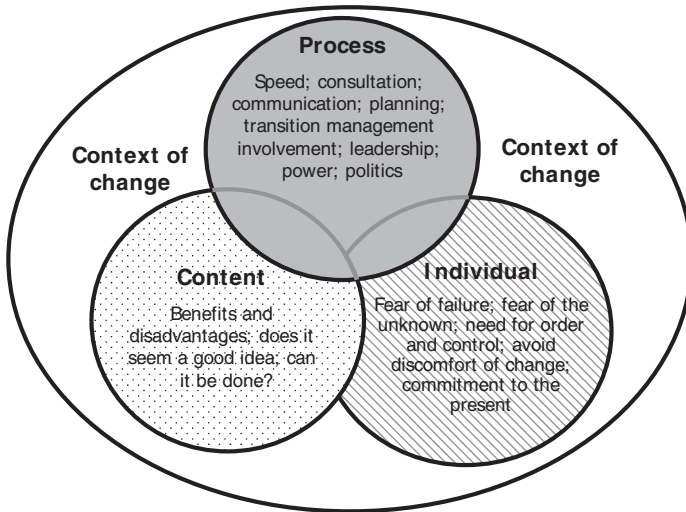
Forces, both within individuals and within organizations, contribute to the degree of felt security and can promote feelings of either insecurity or high security. In turn these feelings of security can lead to contrasting responses to planned organizational change. It is important to recognize that the forces which contribute to the culture and the attitudes of the individuals within the organization are key to establishing a high degree of security which will support a positive response to organizational change.

### CHANGE PYRAMID

Within the model is the range of changes which an organization may wish to adopt. The model also suggests that the easier changes at the bottom of the pyramid have the least level of discomfort for employees. These lower level changes also require the least amount of time and cost; similarly the higher levels necessitate substantial time and investment.



## VECTORS OF CHANGE MANAGEMENT



## SKILLS MANAGERS NEED FOR HANDLING CHANGE

Research suggests that there are three inter-related skills categories which managers need to possess to promote effective change. These are:

**Transforming skills** where managers need to be able to create a supportive risk-taking environment, and have self-awareness and self-confidence. Managers need to possess the ability to share the benefits that the change will bring and take the journey needed to undertake this through visualization techniques.

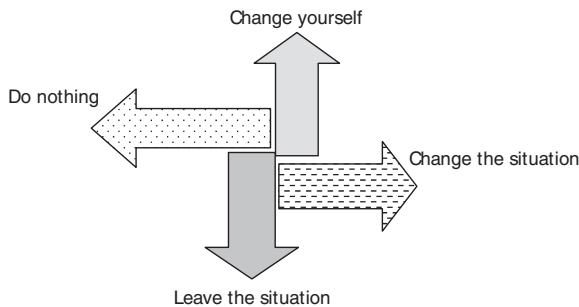
**Mental skills** will require managers to think holistically and help others to see the big picture. These managers will be able to work with rules of thumb based on action learning.

Finally managers in a change environment will be required to have the 'softer' skills of **empathy and understanding of feelings**. Often this will be witnessed though the use of symbols, analogies

and metaphors to relate to the change process and will need the ability to tolerate stress and resist confronting every issue. This demands use of both left- and right-side brain techniques.

## FOUR CHANGE OPTIONS FOR INDIVIDUALS

While there are a number of models to assist individuals in the change process it should be noted that the only available choices are shown below:



There are no other options but these four!

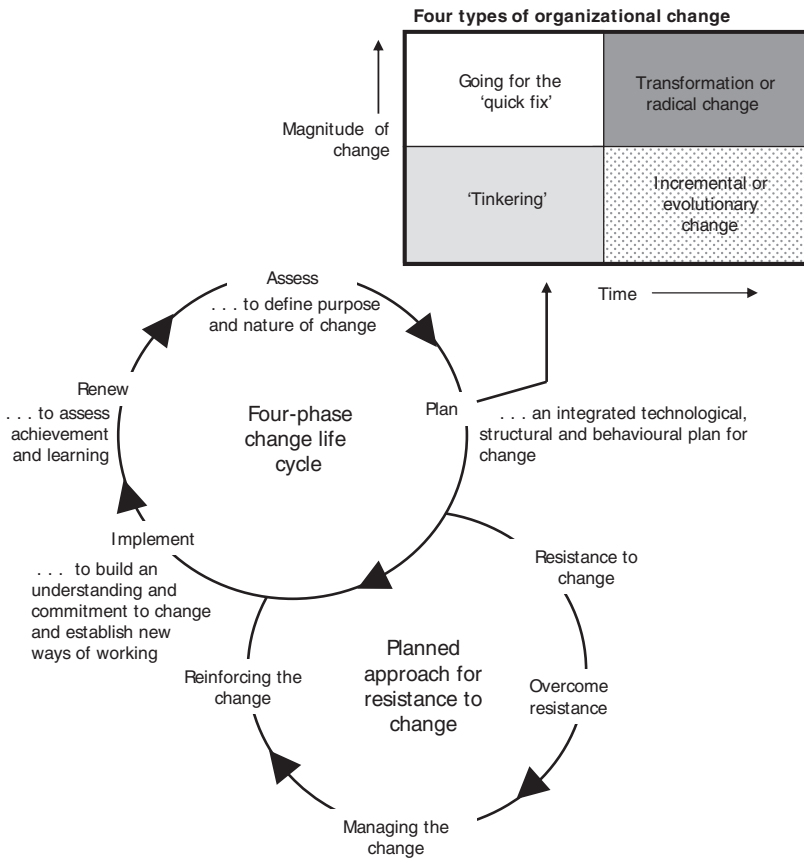
## RESISTANCE TO CHANGE – LESSONS FROM HISTORY

Resisting change is not new, as the writings of the Italian courtier Niccolò Machiavelli reveal in his book *The Prince*, which was first published in 1532. This quote is often used at the start of many change management programmes to demonstrate an acknowledgement to resistance to change and the difficulties which may be encountered.

*“There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things.”*

## PLANNING ORGANIZATIONAL CHANGE

Similar to a quality management ‘Plan-Do-Review’ cycle the four phase change life cycle approach evaluates as well as implements the change. The planning phase is linked to two other models: one for the four types of organizational change and one showing that planning an approach of resistance to change is part of this overall process.



Considering addressing any resistance to change plays an important part of the planning process and needs to be undertaken before embarking on the implementation phase. (See other notes in this chapter)

## MANAGING RESISTANCE TO CHANGE

### Resistance to change

- Purpose of change not clear
- Persons affected by change are not involved in planning
- Change is based on personal reasons
- Habit patterns of the work group are ignored
- There is poor communication regarding change
- There is a fear of failure
- Excessive work pressure is involved
- The 'cost' is too high or 'reward' inadequate
- Anxiety over job security is not relieved
- 'Vested' interest of individual or sub-unit is involved
- Satisfaction with no status quo
- Change is too rapid
- Past experience of change is negative
- Honest difference of opinion

### Reinforcing the change

- Constantly identify benefits
- Force-field analysis
- Invite questions and answer them
- Explain why
- Educate and train
- Set standards
- Avoid surprises
- Reinforce staff sense of security
- Model flexibility
- Keep communications two way
- Admit difficulty
- Seek input
- Inform and involve informal leaders

### Overcome resistance

- Encourage participation
- Start with the top officials
- Show that change will reduce rather than increase burdens
- Connect proposals with traditional values
- Bring out novel or existing aspects
- Give assurance the autonomy will not be threatened
- Include participants in the diagnostic efforts
- Aim for consensus decision
- Build in feedback mechanisms
- Try to build mutual trust
- Keep a path open for reappraisal and revision

### Managing the change

- Involve individuals in the planning
- Provide accurate and complete information
- Give individuals a chance to air their objections
- Beware of breaking up work groups, disrupting schedules, cancelling vacations, splitting up lunch partners and violating the norm of the group
- Make only essential change
- Develop a trust environment

## CONSIDERATION OF CHANGE STRATEGIES

Before considering change – what type of change, how to do it, identifying who is to be involved or who is affected by any change, two points need to be made. First, it is absolutely crucial to gain the most senior level support and commitment as any change management plan is destined to fail unless supported by a main sponsor, often the senior management of the organization, the organization's stakeholders and in some cases its customer base too. Second, acceptance is needed within the organization that such recommended change is seen as being appropriate for the specific organization. On this basis acceptance by the management of the business plan objective and its change recommendations will then allow them to consider the type of change strategy best suited to pursue a new direction or initiate changes necessary to facilitate increased organizational performance.

There are a number of factors that should be considered by management in choosing how to implement the necessary changes, as each approach will be appropriate in different circumstances. Indeed those that are inconsistent with the demands of the situation – the people, the cultural setting and the business environment – will undoubtedly run into problems and fail to support the long-term required changes.

In agreeing an appropriate strategy or combination of strategies for change, the organization's management will need to take into account the following factors:

- The degree of the opposition expected.
- The power base of the change initiator.
- The need for information, communication and commitment when planning and carrying out the change.
- The nature of the current organization's culture and its likely response to change.

After considering the above factors there are five broad optional approaches which can be deployed in change implementation.



### **Directive strategy**

Here the management can use its authority to impose the changes required and will be able to carry them out speedily. However, the disadvantage of this approach is that it is likely to increase resistance or even undermine change implementation.

### **Expert strategy**

This approach is usually applied when a ‘technical’ problem requires solving, such as the introduction of a new IT system.

### **Negotiating strategy**

This approach involves a willingness to negotiate with individuals and teams affected by the change and to accept that adjustments and concessions may have to be made. Opting for this approach does not remove the management’s responsibility for the direction and initiation of change, but acknowledges that those affected have the right to have some input in the changes proposed, or that they have some power to resist it if they are not supportive.

The advantage of this approach is that resistance to change is likely to be less; however, the implementation time may take longer. Changing work practices in return for increased pay and/or other benefits is a classic example of the negotiating strategy.

### **Educative strategy**

This approach involves changing people's values and beliefs so that they support the change and are committed to a shared set of organizational values. Winning hearts and minds is a complex process that involves a mixture of activities, such as: communication, persuasion, education, training and selection.

The advantage of such an approach, if successful, is that people will be positively committed to the change. In general this approach typically takes much longer and requires more resources than the previous three strategies.

### **Participative strategy**

This strategy has a number of advantages: changes are more likely to be widely acceptable over the others, it promotes the active involvement of people and is likely to increase their commitment to and enthusiasm for the change process. Additionally there will be opportunities for both managers and employees to learn from the experiences and skills of this wide participation.

While this has a number of advantages due to the participation of staff, the identified changes are likely to take longer and require additional resources to support the change.

From 'Change management and organizational performance' by Professor Simon A. Burtonshaw-Gunn and Dr Malik G. Salameh, published in *Effective Executive*, June 2007. Reproduced with permission of ICAFI University Press, Hyderabad, India.



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## SIX APPROACHES TO DEALING WITH RESISTANCE

Leading on from the change strategies, the management of an organization or a consultant advising on a change programme will need to have an understanding of resistance and how this may best be addressed. These six approaches provide some guidance to the reader:

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**Education and communication**

If people have little information they will assume the worst. Briefing meetings, roadshows, letters to staff and volunteers can be used to communicate and educate staff on the proposed changes.

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**Participation**

Consultation meetings and working parties can be used to invite comments on draft proposals. The advantage is that people feel involved and the changes are based on more valid information. This approach also has disadvantages as it may raise false expectations, takes time and can backfire.

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**Facilitation and support**

Listen to people to understand their reasons for resistance and provide support as necessary. This may in turn lead to a negotiation stage.

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**Negotiation**

Can be used both formally and informally when someone will clearly lose out and they have the power to resist. Part of the negotiation is to try to trade things which are low cost to you and high value to them.

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**Manipulation**

This approach is often used by people unwittingly. If used, people tend not to trust you again.

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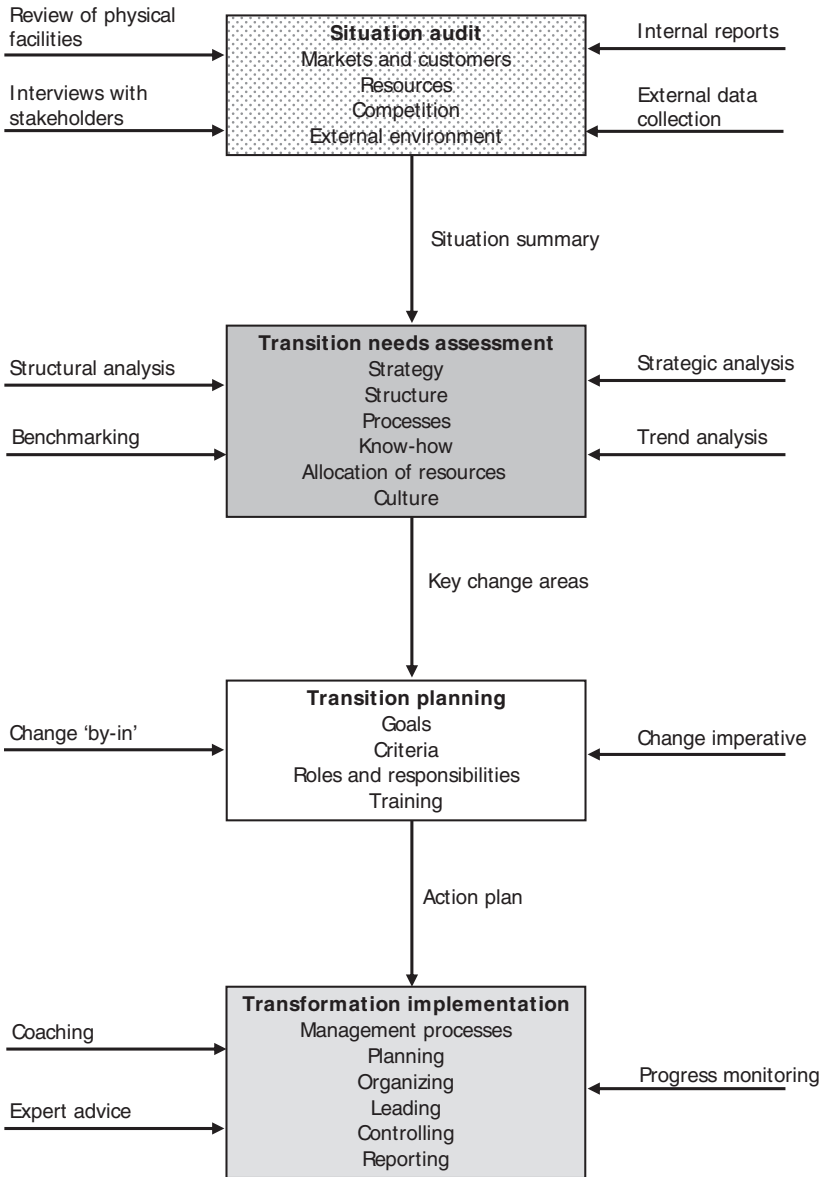
**Coercion and use of authority**

This is not the best approach as it may leave people feeling rejected and worthless. However, it can be justified if speed is essential or if other business reasons dictate.

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## **A BUSINESS TURNAROUND MODEL**

This model shows a typical methodology for diagnosis planning and implementation of change. It shows a number of required inputs at each of the four main stages and how these stages are linked to one another.



## CHOICE OF CHANGE STRATEGIES

This table presents four change management strategies and their associated features:

FEATURE	SYSTEMS APPROACH INTERVENTION STRATEGY	BUSINESS PROCESS RE-ENGINEERING
Origin	Originated in systems engineering and operations research (hard methods) but has taken on board a 'softer element'.	Originated as a response to intense competitive pressure in a context where IT developments raised new questions and possibilities.
Assumptions	Assumes rational appeal but encourages consultation. Emphasizes on changing the systems to empower the people.	The need for and possibility of radical change in performance.
Scope	Will probably focus on one part (or subsystem) of the organization at a time.	Focuses on cross-functional business process.
Process	Iterative with frequent reference to project sponsor. Structured interaction using a range of standard techniques.	Unclear; probably a group of senior managers working with a consultant.
Application	Suited to change situations which measure structured, logical approach. Task/project oriented – relatively prescriptive.	Where an elaborate and poorly understood array of processes has evolved to do the business and is costly, poorly understood and cumbersome; where new IT are being envisaged.

ORGANIZATIONAL DESIGN AND DEVELOPMENT	BUSINESS TURNAROUND	FEATURE
Calls upon a range of social science disciplines to inform and enhance the change process (soft methods) but has taken a more 'bottom line' perspective.	An articulation of 'practitioner knows how' identified through systematic research.	Origin
Assumes reactions and resistance to change of part of life. Emphasis on empowering the people in order to change the system.	The need for decisive action including the replacement of senior managers.	Assumptions
Focus on whole organization (the complex inter relationships of many subsystems).	The organization as a whole (or the parts that are salvageable).	Scope
Iterative with frequent reference to chief client. A philosophy of helping not reducible to a set of techniques.	Intense; initially directive and decisive with little scope for iteration.	Process
Suited to change situations which are complex with high political content. Process oriented, highly facilitative.	Where a business with significant assets is facing an organizational and financial crisis.	Application

FEATURE	SYSTEMS APPROACH INTERVENTION STRATEGY	BUSINESS PROCESS RE-ENGINEERING
Trigger	Triggered by the need to understand and resolve many problems. Stimulus usually comes from within the organization.	Varied – perception of excessive complexity, of inflexibility, and of poor returns from existing IT.
Timescale	Relatively short decision cycles, although can take months.	Unclear – probably 6–24 months from initiation to realization.
Type of intervention	The decision process usually narrows to a preferred option: moving forward in discrete stages.	Large-scale work flow and job redesign usually in relation to new IT.
Leadership	Will usually be led by an internal project manager, and will be team based and reporting to an identified problem owner.	Varying, but probably in the IT department.
Outcomes	Apparent at the end when implemented.	Simplification of processes; reduced cost; greater speed of response; enhanced service to customers.
Evaluation	Options evaluated in quantifiable terms, and overall outcomes measured against tangible criteria.	Economy, efficiency and effectiveness of the process.

From ‘A comparison on change strategies’ from *Corporate Recovery* by Dr Stuart Slater (Penguin Books, 1999). Copyright Stuart Slater, 1982, 1984. Reproduced with permission.

ORGANIZATIONAL DESIGN AND DEVELOPMENT	BUSINESS TURNAROUND	FEATURE
Need to improve on organization objectives and relationships or to revise/adapt new ways of working.	Impending bankruptcy.	Trigger
Long – need to take account of evolving objectives. Will probably take years – 6–12 months for specific objective.	Most changes within 3 months with results becoming apparent.	Timescale
Less likely to test interventions – more equivalent to ongoing ‘action research’. Will usually lead to a strategy involving several related initiatives.	Simultaneous action in operations, finance, marketing and HR.	Type of intervention
Usually facilitated by an external or internal consultant working closely with a chief client in the organization.	New chief executive.	Leadership
Apparent as the process unfolds in terms of improved communication and changing culture with new thinking and strategies and in due course improved performance.	Recovery of a slimmed-down enterprise or closure.	Outcomes
Outcomes will often be difficult to measure or attribute causally.	Presumably net worth of the business emerging from the turnaround.	Evaluation

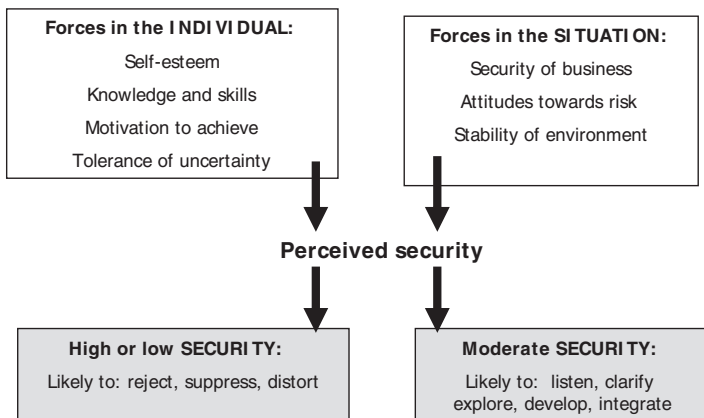
## ERRORS IN COPING WITH CHANGE AND CONFLICT

There are a number of ‘standard’ errors in managing a change process; recognition of these errors can be used to develop a plan to address these before they occur.

- Error 1: Not establishing a great enough sense of urgency
- Error 2: Not creating a powerful enough guiding coalition
- Error 3: Lacking a Vision
- Error 4: Undercommunicating the Vision by a factor of 10
- Error 5: Not removing obstacles to the new Vision
- Error 6: Not systematically planning for and creating short-term wins
- Error 7: Declaring victory too soon
- Error 8: Not anchoring changes in the organization’s culture

## ASSESSING READINESS TO CHANGE

Here is another model on change and security which re-emphasizes some common factors that play a role in perceived security. For those involved in initiating or implementing a change programme, knowledge of the perceived security needs to be gained to aid communications and gain support from those affected.





## FOUR TYPES OF CHANGE 'JOURNEYS'

### Fine tuning

#### *Definition*

- Streamlining/small-scale change

#### *Example*

- Work process simplification
- Cost reductions

#### *Outcomes to support change*

- Communicate changes
  - Training/retraining
- 

### Building

#### *Definition*

- 'Clean slate' journey

#### *Example*

- Greenfield start-up
- New joint venture
- New department/function

#### *Outcomes to support change*

- Communicate vision and values
  - Define new roles and responsibilities and identify new skill sets
  - Design/develop new organization structure and new HR philosophy
  - Align organization to values, vision, etc.
- 

### Transforming

#### *Definition*

- Planned holistic organizational change for the enterprise

#### *Example*

- Entering new markets/repositioning marketing strategies
- Corporate self-renewal or redefining strategic intent
- Redefining/reviewing core competencies

*Outcomes to support change*

- Communicate vision and values and create ownership strategies
  - Create new performance/reward structures and identify required skills
  - Provide tools for management to facilitate new organization structure
  - Develop training curriculum and conduct training
- 

Crisis

*Definition*

- ‘Reacting’ to survive due to impact of internal/external forces

*Example*

- High turnover in organization
- Downsizing
- Decreased consumer confidence
- Change in market perception
- Decreased market share

*Outcomes to support change*

- Identify the stakeholders and communicate what is going on
  - Redesign organization to match structure/jobs/teams
  - Plan training
- 

## FOUR KEY CHANGE COMPONENTS

Regardless of the change, the following four key components of project management, enablement projects, executive leadership and business ownership must be undertaken by the dedicated change management team. The tasks in each of these groups are shown below:

**Programme management:** Planning for moving ‘as is’ organization to the desired ‘to be’ state.

**Project management tasks for the change management team:**

- Create and support effective project teams
- Monitor pace and scope of transformation
- Ensure integration of concurrent journey efforts
- Identify issues to manage risk of client investment
- Provide guidance using frameworks and methodologies

**Enablement projects:** Critical products developed which provide individuals and organization with knowledge, skills, tools, frameworks and support to perform their work successfully.

**Tasks for the change management team:**

- Design and development of organization, processes and jobs
- Design and implement communication strategy
- Align HR processes with organizational design
- Design and implement education and training programmes

**Executive leadership:** Sponsorship of change by key executives, illustrating to entire organization management’s commitment to change effort.

**Executive leadership tasks for the change management team:**

- Create shared vision and leadership agenda
- Communicate vision and agenda to market change initiatives
- Facilitate executive decision making for critical steps
- Maintain and support sponsors’ focus on change effort

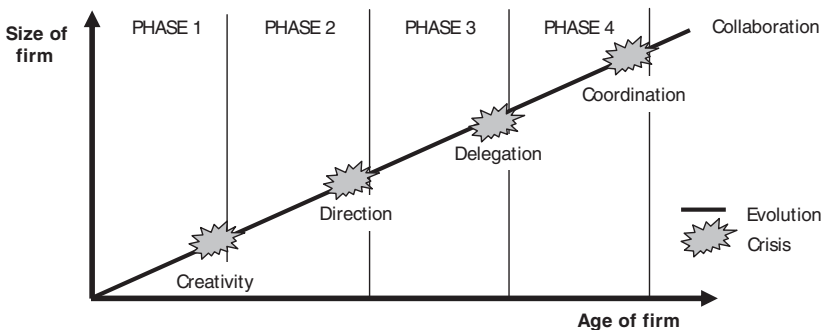
**Business ownership:** Ownership and commitment to change experienced by all individuals throughout the organization.

**Business ownership tasks for the change management team:**

- Utilize change agents/champions at all levels
- Pilot enablement projects to increase awareness, excitement and organizational commitment
- Facilitate transfer of knowledge from journey team to business sector implementation teams
- Facilitate team decisions and provide with tools for self-management
- Manage resistance through communication and involvement

### THE EVOLUTION AND REVOLUTION CURVE

Larry Greiner’s model shows growth as a series of changes forced by crises. In Phase 1, called Growth Through Creativity, Greiner describes a Crisis of Leadership. At this stage, a youthful organization’s founder must begin to delegate authority and accept non-founder managers. Surviving the first crisis propels the organization into Phase 2, Growth Through Direction, where the crisis is one of autonomy. Phases 3, 4 and 5, respectively, describe growth through delegation, coordination and collaboration.



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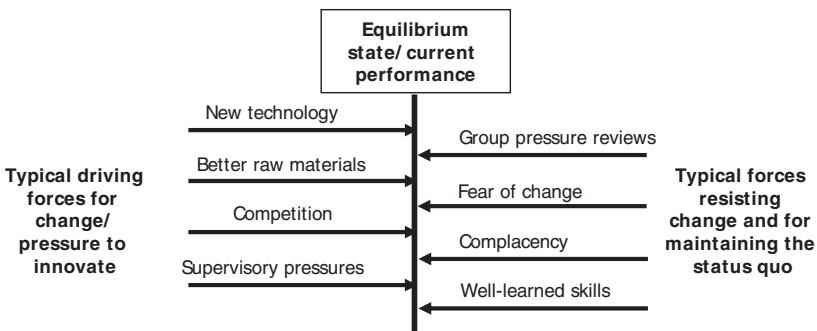
## KEY ACTIVITIES FOR SUCCESSFUL IMPLEMENTATION

Key management activities for managing a change process are:

- Provide help to face up to the change.
- Avoid overorganizing.
- Ensure early involvement.
- Regularly communicate with all involved.
- Work at gaining commitment.
- Turn perceptions of 'threats' into opportunities.

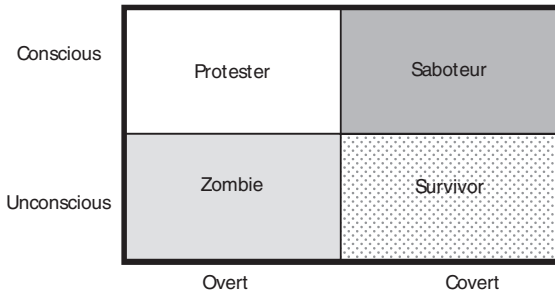
## FORCE-FIELD ANALYSIS

The principle behind a force-field analysis is that it identifies the forces that facilitate or inhibit change within an organization. By assessing these factors it may be possible to change the equilibrium and affect a change. The concept of the force field model came from Kurt Lewin more than 50 years ago. These factors can be listed on each side of the equilibrium line to understand the driving forces and identify resisting forces which need to be removed.



## CATEGORIES OF RESISTANCE BEHAVIOUR

Reactions to change can be categorized as one of four groups: ranging from those who openly resist the change and may even try to prevent it to those who merely go along with the change but may not be committed to its success.



- Protesters openly make their objections known to the organization and colleagues; however, once issues are identified they can be considered and managed.
- Zombies have no strong opinion and are happy to go along with any proposed changes without offering any constructive comment.
- Saboteurs like to show that the old ways were fine and openly finds fault with any new systems or process change and seek opportunities to make the change fail.
- Survivors accept the change and make best use of any new situation for their own advantage.

## REACTIONS TO CHANGE

In looking at people’s reaction to dealing with change four categories of behaviour type are described below.

### **'Guardians'**

- Need data and proof that it really will work.
- Want to know what is expected of them – how their job/responsibilities will be affected.
- Want to see all the steps between now and the future vision.
- Want to know who will be responsible for each step.
- Want things decided and clear.
- Have difficulty with uncertainties.
- Feel overwhelmed by too many possible directions.
- Focus on practical requirements and results.

### **'Artisans'**

- Want to plunge into change immediately, see how it goes, make course adjustments along the way.
- Need to take action, little tolerance for analysis.
- Enjoy risks, respond to crises and changes of the moment.
- Are energized by the unexpected and the different.
- Are irritated by long-term change with planning and timelines.
- Like 'how to' problems not 'why' questions.
- Focus on the immediate effects.

### **'Idealists'**

- Experience change initially as a loss – have attachments to people, places, objects
- Have great loyalty to people and the way the organization has been
- Identify with people caught up in change – especially the negatively affected

- Want those in charge to listen to their opinions
- When benefits are seen and people needs met, they are enthusiastic and energetic in helping others deal with change
- Focus on impact on people

### **'Rationals'**

- Want to be involved in planning change and designing the logistics.
- Create plans based on the wider perspective.
- See almost all change as improvement.
- Are bored by doing things the same old way.
- If excluded from planning or don't see the logic, can become detached and take on the role of critical cynic.
- Focus on the logical systems involved.