

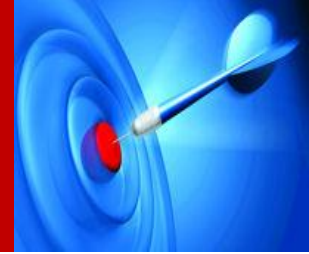


institute *of* fellows

# THE CHALLENGE OF CHANGE

Highgate House Hotel, Friday 1 July 2011

# SESSION OBJECTIVES



By the end of this short session you will be able to:

- ① explain the corporate significance of change, and identify the risks associated with failure to change;
- ② appreciate why people resist change, and select appropriate strategies to manage and ultimately overcome their concerns;
- ③ understand your own response to change

# A WORLD OF CHANGE



Surveys suggest that **€10 billion** is wasted on ineffective business process change projects p/a - in Western Europe alone!

Recent UK research indicates that **less than 60%** of 're-engineering' projects met stated objectives . . .

# THE IMPACT OF FAILURE

- Loss (or erosion) of market position
- Removal / replacement of senior management
- Loss of stakeholder / investor credibility
- Loss of key employees
- Increased absenteeism
- Inability to attract quality job candidates

# THE ULTIMATE TRUTH



inevitable

constant

stressful

# CHANGING ROLE

- ✓ Clear authority
- ✓ Skills and expertise
- ✓ Experience
- ✓ Confidence

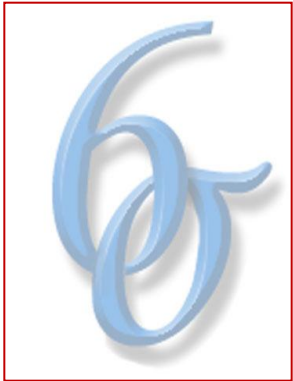


# CHANGING ROLE

- ✘ Changing demands
- ✘ New / less familiar areas of knowledge or skills
- ✘ Unclear responsibilities
- ✘ Ambiguity



# ROLES AND RESPONSES



Initiators



Collaborators



Victims

?

*What sort of response to change would you expect from each of these?*

?

*In which role would you cast yourself?*

# ROLES AND RESPONSES



Enthusiastic, optimistic, dynamic, energetic, 'championing', defensive  
***they may need controlling***



Conditional acceptance, WIFM?  
go with the flow, can engage others  
***they will need managing***



Indifferent, non co-operative, 'work to rule', active resistance, sabotage  
***they will need to be watched***  
***– and supported***

# RESISTANCE TO CHANGE BY MANAGERS

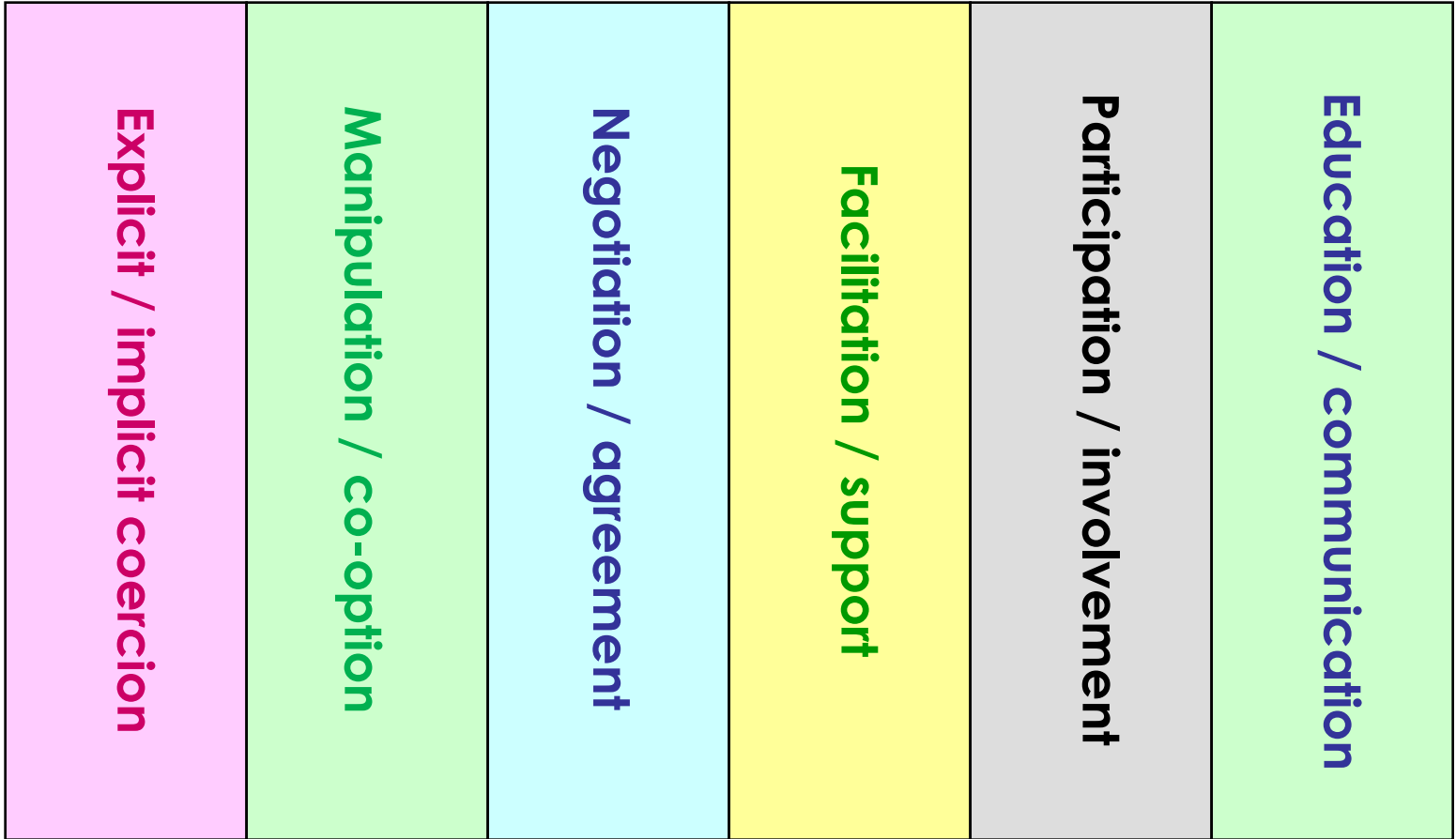
Change means . . .



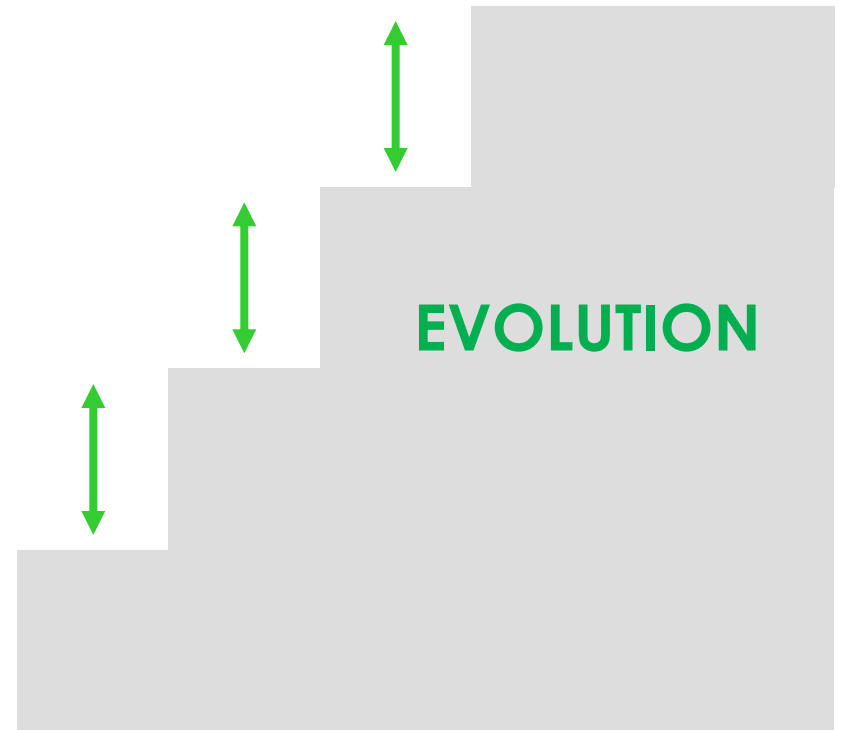
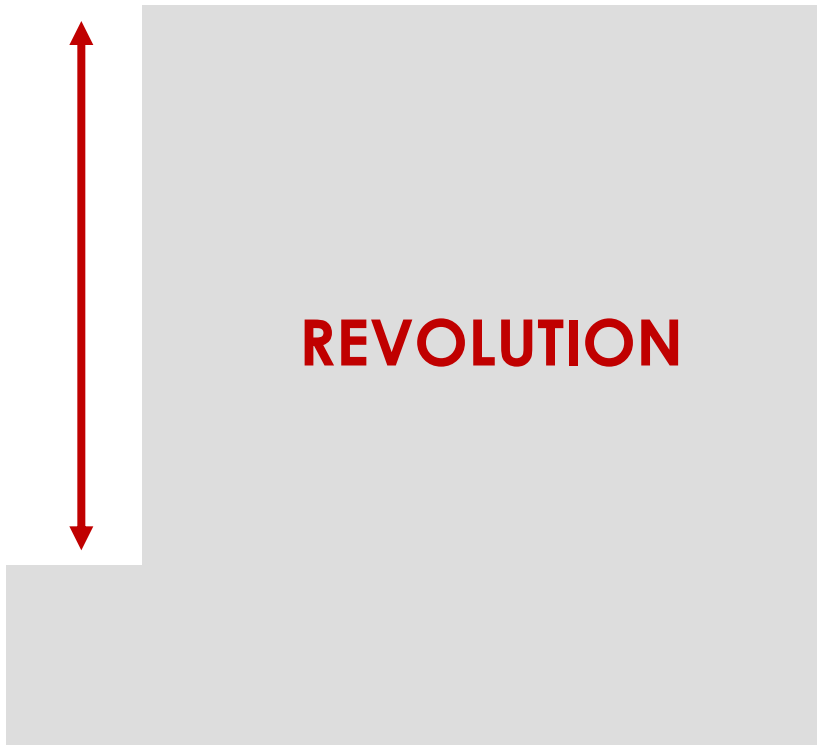
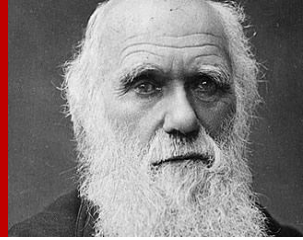
- . . . enabling and allowing
- . . . measured performance
- . . . new behaviours
- . . . sharing credit
- . . . new learning
- . . . value system shifts
- . . . threatened power and / or status

**. . . different!**

# DEALING WITH RESISTANCE



# THE PACE OF CHANGE

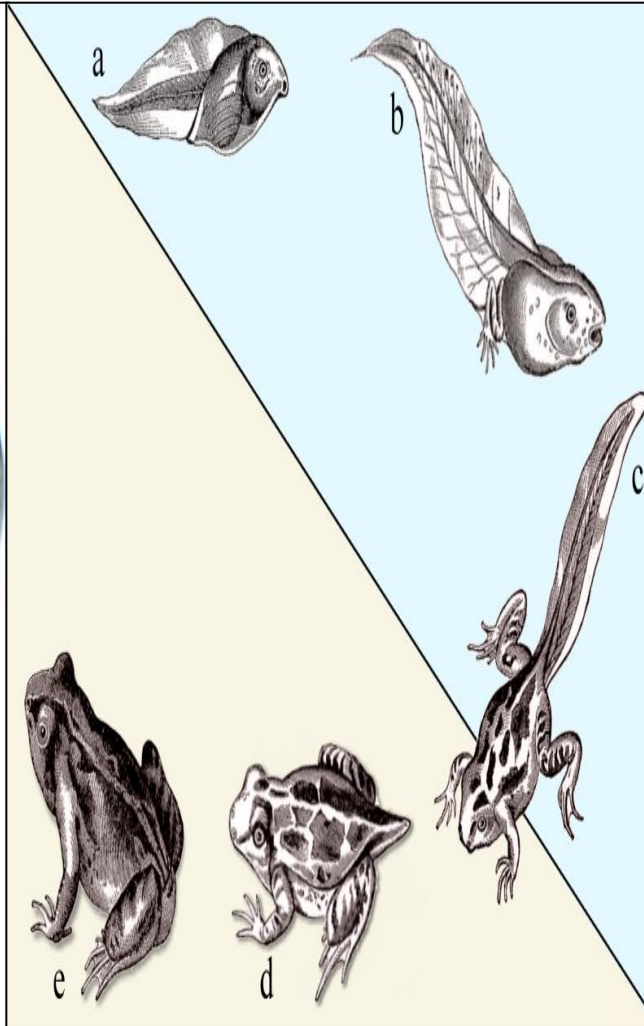


# THE STAGES OF CHANGE

1 Unfreezing

2 Implementing

3 Refreezing



# CHANGE STRATEGIES



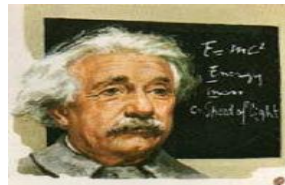
Directive



Negotiating



Normative








Analytical



Action-centred

# LEVELS OF CHANGE

		COMPLEXITY	TIMELINE
Individual		Low	
Groups		Medium	
Organisation		High	