

Understanding Workplace Change ©



“Change”



Change is renewal.

Sometimes it is gradual--the process of erosion or natural reforestation that is slow to develop and is not immediately noticeable.

Sometimes it is radical--a bolt of lightning or a fire that burns a forest to ash and forces immediate action.

Leadership and the Future: The Art of Change Management
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“Change” – Another Lens

Consider the following division based on the "source" of the Change relative to us as individuals:

- Type I – That which is done to us.
- Type II – That which we do to ourselves.
- Type III – That which we do to others.

As a rule nobody likes Type I Change.

We hate being told what to do. Why? Because it interferes with our definition of "self," it violates our sense of independence, freedom and control of our own destiny. This is the type of Change we're most likely to resist within the context of organizational Change.

“Change” – Another Lens (cont'd)

Type II Change is different, very different.

We're in control. We're deciding for ourselves that doing something different is necessary. Because it's our decision, we don't "resist" our decision to Change. This does not mean Type II Change is easy. Learning to play those bagpipes or to speak Chinese, losing weight, moving to a new city, starting a new job or position, are all difficult tasks, but we don't resist them in the same way we resist when someone else tells us we have to do these things.

Type III Change is Type I Change from the other side of the fence.

If we're inflicting Type III Change, then they perceive it as Type I Change.

“Organization Development”



- “OD” refers to the evolution of the organization during and as the outcome of organizational change activities.
 - For example, evolution of its members to be able to resolve a major problem, achieve an overall project goal, or achieve an overall organizational goal.
- OD is a field of research, theory and practice dedicated to expanding the knowledge and effectiveness of people to accomplish more successful organizational change and performance.

“Organization Change” & “Change Management”



- **Organization Change** refers to activities to enhance the overall performance of an organization or its employees/members. The activities are often project-oriented.
- **Change Management** refers to the use of certain methodologies, approaches, tools, or models to ensure the organizational change effort is successful.

http://www.managementhelp.org/org_chng/keyt-terms.htm

The Inseparable Twins



“Management is about doing things right.

Leadership is about doing the right things.”

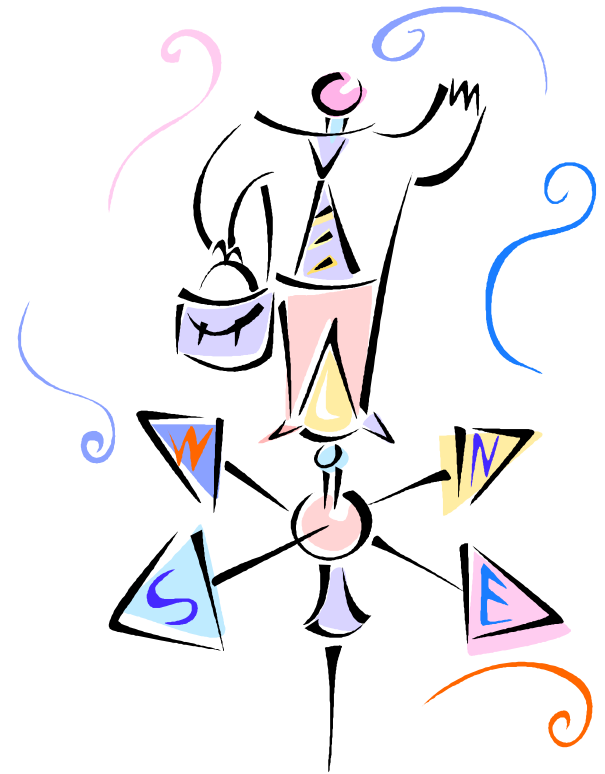
Bennis, Warren, Ph.D. 1987. “On Becoming a Leader.” New York: Perseus Books

Sustainable change initiatives are usually the result of superior leadership and management. In practical terms, they are inseparable.

The Pervasiveness of Change

If we don't change our direction, we're likely to end up where we're headed. – Chinese proverb

- Change is an essential part of life...We are all living our journey of life of which change is a constant companion.
- Change reflects the underlying shifts in the values and expectations of their times...So, look for the underground movements that will eventually get co-opted by the mainstream.
- Throughout history, change has often been a valuable friend (e.g., Gutenberg & the printing press bolstered the emerging humanism of the Renaissance)
- Why such a bad reputation? Its perceived speed and scope (affects so many aspects of our lives) makes it seem unmanageable and chaotic.

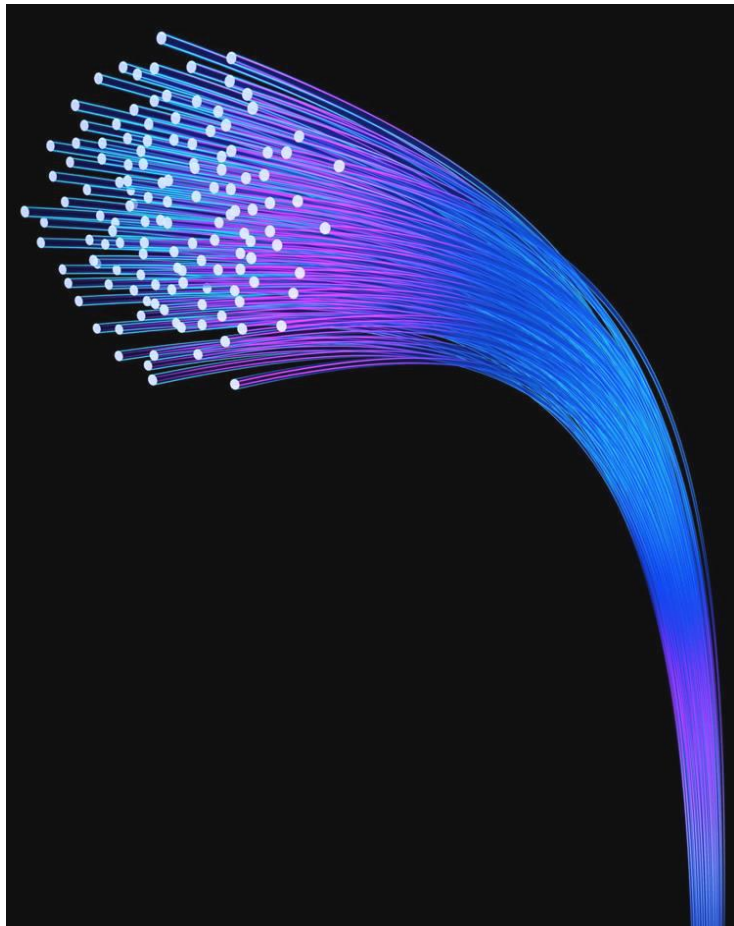


Some Challenges of Change

Faced with the choice between changing one's mind and proving that there is no need to do so, almost everybody gets busy on the proof. – John Kenneth Galbraith

- Many guiding assumptions of organizations and communities are no longer valid... This causes cognitive dissonance and confusion.
- The information technology revolution, while having many benefits, has provided more information than one can absorb. Knowledge in 1999 doubled every 5 ½ years. In 2008, it is said to double every 30 days... We feel overwhelmed and insignificant in its wake.
- Piecemeal approaches traditionally used to initiate and manage change (e.g., the business reengineering movement in the 1980s or the Total Quality Movement-TQM, etc.) ignored the human dimension of change. **Sustainable change requires focus, caring, and action in all aspects of the system...** We know we are forgotten or ignored.
- Even when leaders acknowledge the importance of addressing the multiple aspects of change, they often choose to ignore the most important element – people... The people aspect is seen as being difficult, challenging, and messy, and we sense this too.

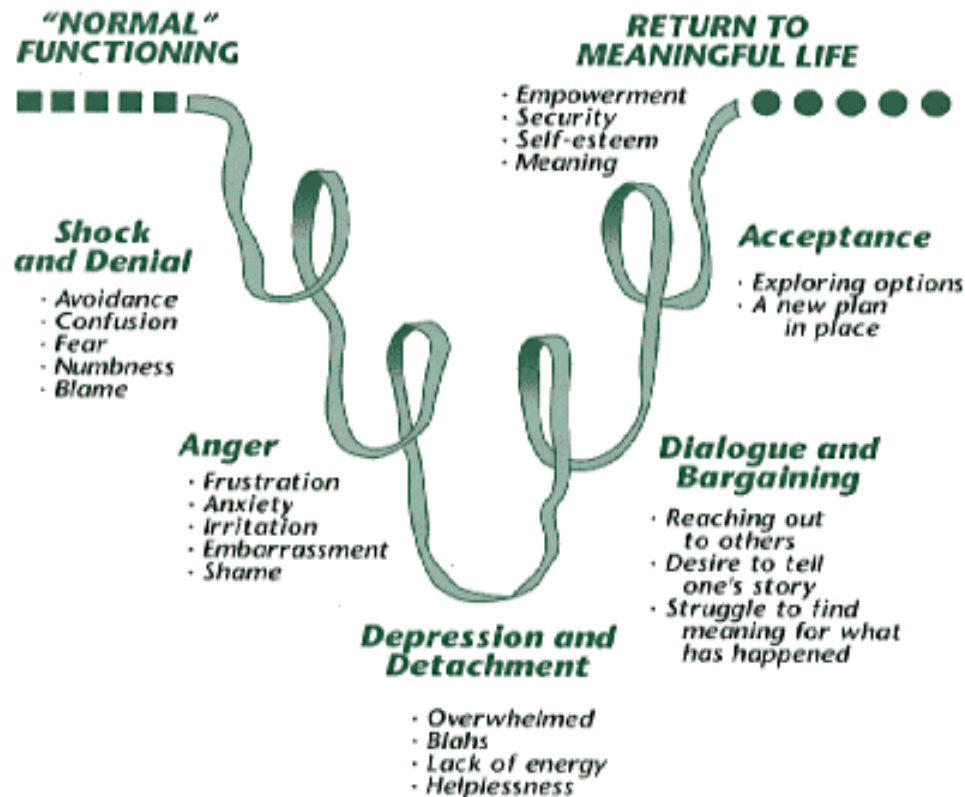
Change vs. Transition – Another View



- Change is situational – the new site, the new boss, the new team roles, the new policy.
- Transition is the psychological - the process people go through to come to terms with the new situation.
- Change is external; transition is internal.

Bridges, William. *Managing Transitions: Making the Most of Change*. Reading, MA: Addison-Wesley /Perseus Books, 1991.

The 5 Steps of Change Acceptance”



Conner, Daryl (1993). **Managing at the Speed of Change**. New York: Random House. Note: He based his model on Kubler-Ross, Elizabeth (1969). **On Death and Dying**. New York: Touchstone-Simon and Schuster, Inc.

Promoting Acceptance of Change by Asking Better Questions

- From “Why?” to **“What new opportunities will this change provide?”**
- From “How will this affect me?” to **“What problems will this solve?”**
- From “We do not do it this way!” to **“What should it look like?”**
- From “When will this change be over so I can get back to work?” to **“What can I do to help?”**
- “Who is doing this to us?” to **“Who can help us?”**

