



## Change management troubleshooting

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“Everyone thinks of changing the world, but no one thinks of changing himself.”

- Leo Tolstoy



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- **Efforts by employees** to block the intended change
- **Effort** to block new ways of doing things
- "...behavior which is intended to **protect** an individual from the effects of real or imagined change" - Alvin Sander, 1950
- "...any conduct that serves to **maintain the status quo** in the face of pressure to alter the status quo" – Zaltman and Duncan, 1974



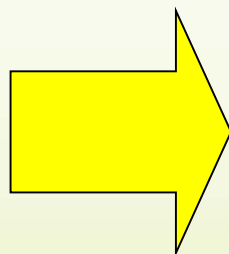


You'll never  
get me up on  
one of those  
butterfly  
things!



# EXERCISE

15'.....



**Work in small groups  
on given questions**



- People **don't use** the novelties
- People **don't attend training** sessions
- People **cause delays or problems** in implementation
- People **speak out against** the novelties
- People **sabotage** the novelties
- People **encourage others** to follow this resistance
- ...
- Doesn't appear in **standardized ways** always
- Can be **overt, implicit, immediate, or deferred**
- **Easiest for management** to deal with when it is overt and immediate
- More challenging if it is implicit, deferred or hidden, so it may be necessary to take active **steps to find it**





## Should you expect resistance to change?

- In **average** organization, when the intention for change is announced:
  - 15% of the workforce is **eager** to accept it
  - 15% of the workforce is dead set **against** it
  - 70% is **waiting** to see what happens
- So be **sure** that there is going to be some resistance to change and expect it
- Resistance is a **natural and inevitable** reaction in an organization



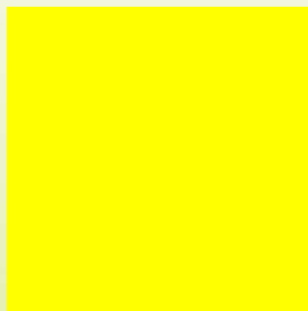
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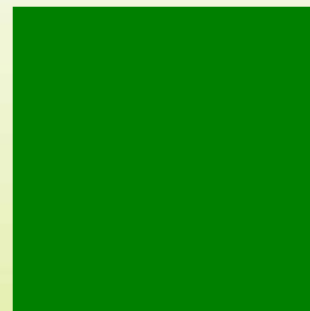
## Three phases of change: how people experience change



**Current  
State**



**Transition  
State**

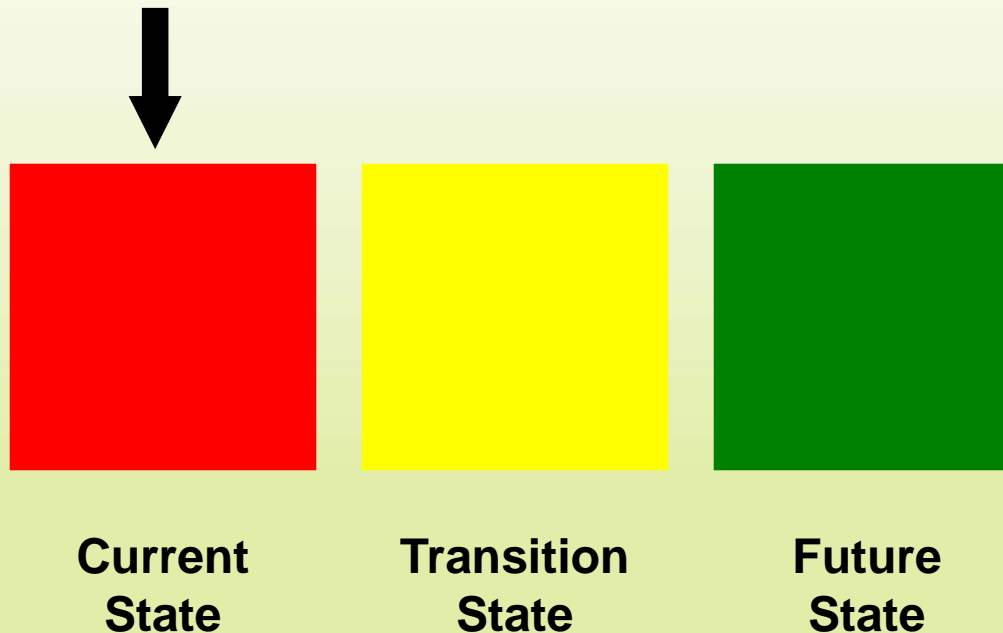


**Future  
State**





- Employees (including management and executives!) generally **prefer** the current state, because that is where they live

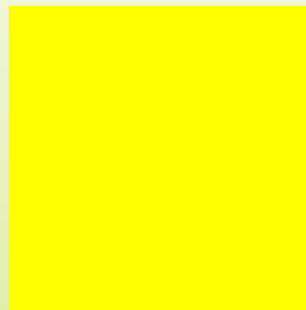


***“better the devil you know than the devil you don’t”***

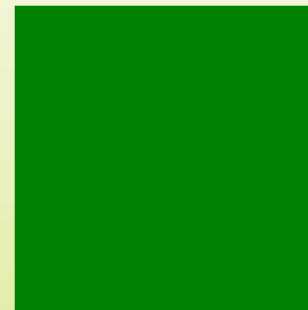
- The future state is **unknown** to the employee; will it be better, or worse?
- This is where **Change teams** “live”



**Current  
State**



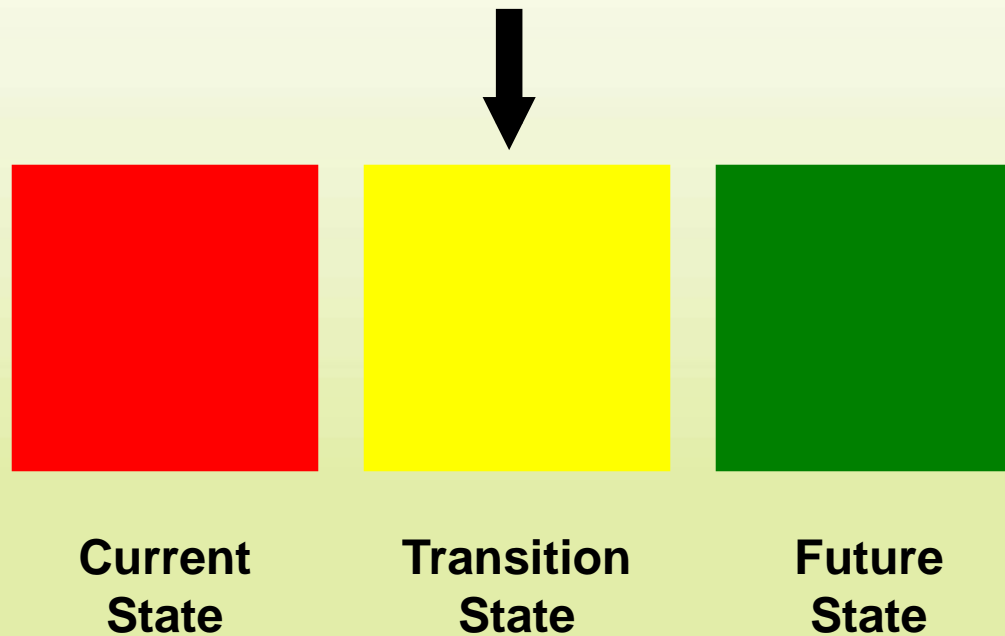
**Transition  
State**



**Future  
State**



- The transition state creates **stress and anxiety**



- Communication
- Education
- Participation
- Facilitation
- Support
- Negotiation
- Manipulation
- Cooptation pridobiti kroz ukljucivanje
- Coercion

- **Prevention** is better than cure
- **Communicating reasons** for why change is necessary
- Set just a **few clear objectives**
- Provide **rewards** for accepting change
- **Lead by example**
- Have **regular meetings**
- Be **honest**
- Emotion cannot be countered by reason alone, but requires **emotional reassurance**
- Criticism is not necessarily mere resistance; it may be well **founded**
- Once the change programme is running – and working – **resistance will lessen**



Successful change addresses both  
technical and people side



Project management

Solution is designed,  
developed  
and delivered effectively  
(Technical side)



Current



Transition



Future

+



Change management

Solution is embraced,  
adopted and utilized  
effectively  
(People side)

= **CHANGE SUCCESS**



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Individual PEOPLE change, NOT organizations



**Effective change management **MUST** be focused on helping people to change**

**The key to successful management of organizational change lies in people**



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## Key change management tools

**Communications**

**Supporters roadmap**

**Training**

**Readiness / Resistance Mgt.**

**Coaching**

With these tools you can affect change in people



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