

Objectives

- Identify the difference between change and transition
- Utilize the JDMP
- Identify resistors to change
- Manage resistors to change by creating employee buy-in

What We Know About Change

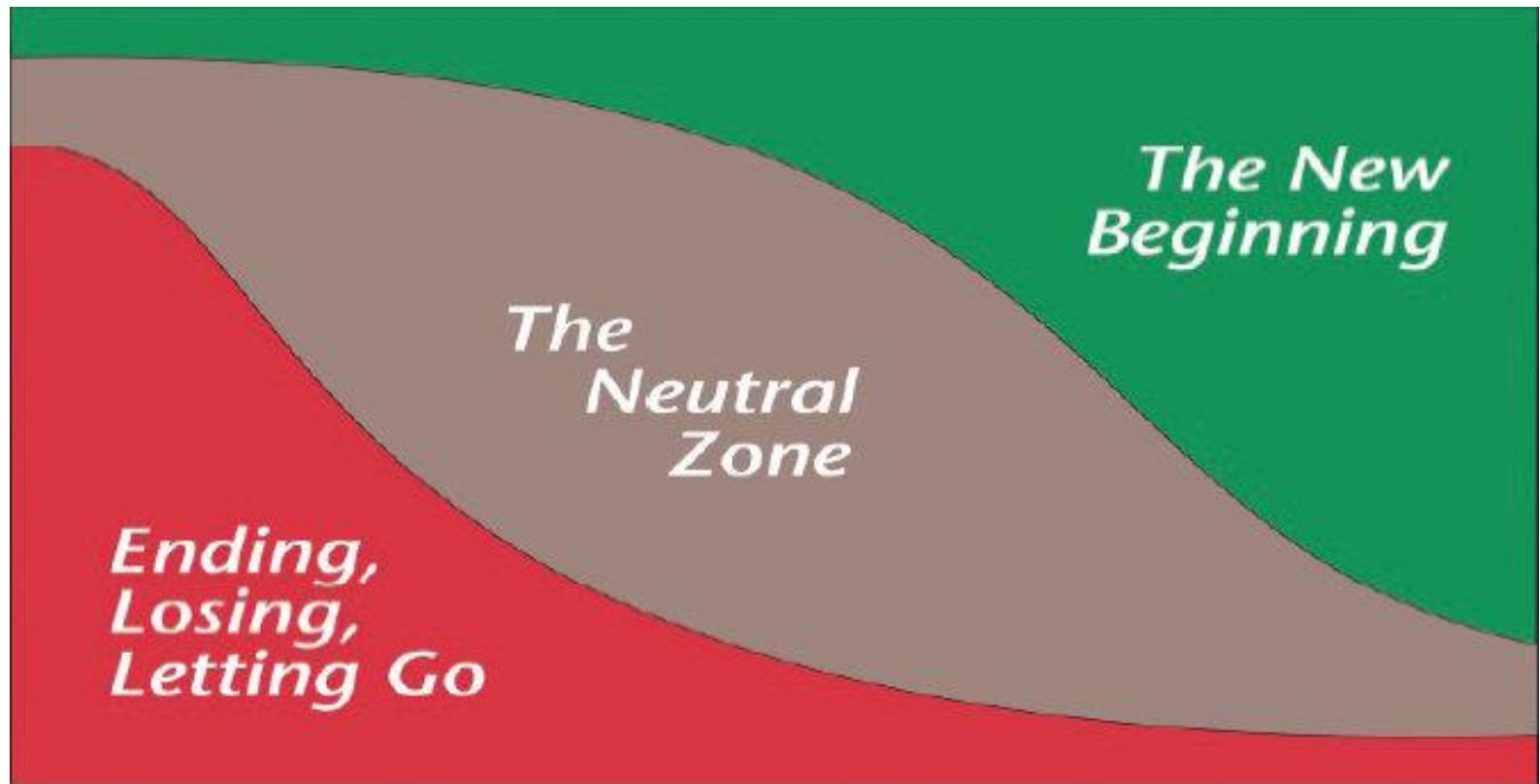
- Change is inevitable typically accepted if enough time is allowed
- No matter how well-planned, change will not be trouble-free
- Proactive change is 80% leadership, 20% management
- Complex change is typically accepted if enough time is allowed
- Rapid change can occur if it's a small adjustment
- The biggest reason for failure is not getting buy-in

Change vs. Transition

- Change is situational; new boss, new policy, new structure, new team roles, new site
- Transition is the psychological process that people go through in response to change



Bridges' Model of Transition



Ending

- We acknowledge there are things we need to let go of
- We recognize that we have lost something
- Emotions: denial, anger, resentment, fear



The Neutral Zone

- Old way is finished but the new way is not here yet
- Everything is in flux and it feels like no one knows what they should be doing
- Things are confusing and disorderly
- Emotions: ambivalence, skepticism, acceptance

The New Beginning

- The new way feels comfortable
- Things feel “normal”
- Emotions: impatience, hope, enthusiasm



The Jones Decision Making Process (JDMP)

- All change will create a period of instability
- Implemented change must provide measurable improvement over the status quo
- Identify both intended and unintended consequences prior to implementing change
- If the intended and unintended consequences will still provide measurable improvement over the status quo, change is merited
- If the intended and unintended consequences will only return to the status quo—or worse yet, a degradation from the status quo—then change is not merited

Example



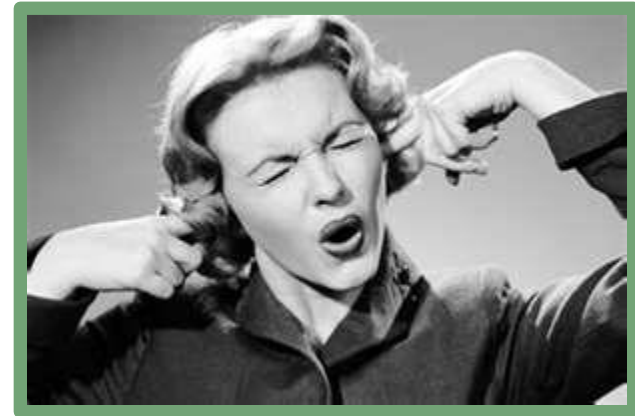
- Your car has bald tires (problem)
- Change (new tires) will improve safety and potentially mileage (proposed solution)
- However, while change is occurring, you will not be able to use your car at all (transition/degradation of performance)
- There will be a financial cost associated with the new tires and the labor to replace them (consequence)
- However, upon the replacement being completed, you will drive safer (above the status quo) and save money (in mileage, towing from blowouts, insurance from collisions, etc.) (measurable improvement)
- Is change merited?

Resistance to Change

- Most people resist change:
 - Routine creates stability
 - Stability creates comfort
- Change is not usually resisted when it is self-directed...

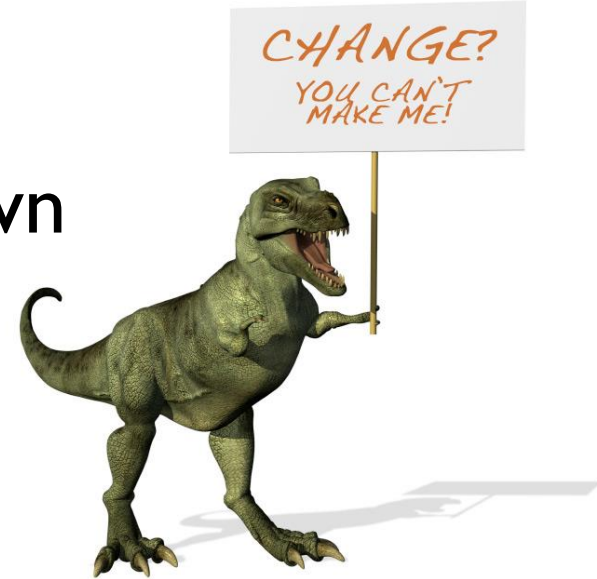
However:

- Self-directed change *can* be resisted:
 - Weight loss
 - Smoking cessation



Why Do Employees Resist Change?

- Individual attitude
- Surprise or fear of unknown
- Climate of mistrust
- Fear of failure
- Loss of status/job security
- Peer pressure
- Disruption of traditions and relationships
- Poor timing
- Non-reinforcing reward system



Personal Enabling and Inhibiting Factors

ENABLERS

- Economic security
- Emotional security
- Good health
- Prior transition skills
- Supportive work environment
- Transition support

INHIBITORS

- Economic insecurity
- Emotional insecurity
- Poor health
- Hostile work environment
- Poor transition management

Creating Employee Buy-In



- Change must be driven from the top down
- Engage employees early (prior to change)
- When possible, allow employees to be a part of the decision-making process
 - It's more difficult to resist change when it is *your* change
 - Involving employees in decision-making builds buy-in
- Creative perception management can facilitate buy-in

Leading Change

- Understand the reluctance to “let go”
- Explain the need for change
- Show employees what it looks like
- Role model the change
- Motivate employees
- Provide tools and training
- Reinforce the change



Summary

- Change is constant; you can either manage change proactively or adjust to change reactively
- Be aware of natural resistance to change and take proactive steps to create employee buy-in



Questions?

