Coping with Organizational Change Individually and Communally

Presentation by
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Key Terminology

- **Organizational change**: An alteration of an organization’s environment, structure, culture, technology, or people.
  - A constant force
  - An organizational reality
  - An opportunity or a threat

- **Change agent(s)**: A person(s) who initiates and/or assumes the responsibility for managing a change in an organization.
### Four Basic Premises of Change

| ı | The change “trigger” is often beyond the control of the people who experience it |
| ı | Actions, behaviors and communication are the keys to successful change management |
| ı | The central focus of managing change must be on the people experiencing the change |
| ı | To manage change, manage yourself first, influence others later |
The Individual Level:
Leaders of the Change
Change agents

- What am I telling myself about this change?
- How do I feel?
- What do I fear?
- What are the forces acting upon me?
- What other meaning have I attached to this situation?
Three Categories of Change

Structure
- Authority relationships
- Coordinating mechanisms
- Job redesign
- Spans of control

Technology
- Work processes
- Work methods

People
- Attitudes
- Expectations
- Behaviors
- Perceptions
Why do individuals resist change?
Parochial Self-interest

Fear of losing something of value

Fear of Unknown

Belief that change is not good for the organization

Low tolerance for change
We like equilibrium!

How do individuals respond to change?
How do individuals respond to change?

- Flight or fight
- Seek comfort and what is known
- Resilience
Piaget & Intellectual Growth

Equilibrium

Disequilibrium

Assimilation  Accommodation

Equilibrium
# Coping with Resistance to Change

## Table 8-1: Six Methods for Dealing with Resistance to Change

<table>
<thead>
<tr>
<th>Method</th>
<th>Commonly Used in Situations</th>
<th>Advantages</th>
<th>Drawbacks</th>
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<tbody>
<tr>
<td>Education + communication</td>
<td>Where there is a lack of information or inaccurate information and analysis.</td>
<td>Once persuaded, people will often help with the implementation of the change.</td>
<td>Can be very time-consuming if lots of people are involved.</td>
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<tr>
<td>Participation + involvement</td>
<td>Where the initiators do not have all the information they need to design the change, and where others are resistant.</td>
<td>People who participate will be committed to implementing change, and any relevant information will be integrated into the change plan.</td>
<td>Can be very time-consuming if participants design an inappropriate change.</td>
</tr>
<tr>
<td>Instill a spirit of change</td>
<td>People are resistant because of fear and anxiety.</td>
<td>No other approach works as well with employee adjustment problems.</td>
<td>Can be time-consuming and expensive, yet still fail.</td>
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<tr>
<td>Negotiation + agreement</td>
<td>Where someone or some group will clearly lose out in a change, and where that group has considerable power to resist.</td>
<td>Sometimes, it is a relatively easy way to avoid major resistance.</td>
<td>Can be very expensive in cases if it prompts others to negotiate.</td>
</tr>
<tr>
<td>Manipulation + co-optation</td>
<td>Where other tactics will not work or are too expensive.</td>
<td>It can be relatively quick and inexpensive to implement change.</td>
<td>Can lead to future problems if people feel manipulated or feel manipulated.</td>
</tr>
<tr>
<td>Coercion</td>
<td>Where speed is essential, and the change initiators possess considerable power or considerable power.</td>
<td>It is speedy and can overcome any kind of resistance.</td>
<td>Can be risky if it leaves people angry at the initiators.</td>
</tr>
</tbody>
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Strategies for Coping with Change at Both the Individual and Community Level

- Recognize change
- Be aware of your surroundings
- Recognize the stages
  - Kubler-Ross: denial, anger, bargaining, depression, acceptance
- Communicate with others
- Do a self-assessment of the “new” organization
  - SWOT: Strengths, Weaknesses, Opportunities, Threats
- Be flexible and patient
- Continue to do your work
- Build your network
- Keep the big picture in mind
Managing Complex Change

All elements are needed to effectively manage complex change:

- **Without vision:** confusion
- **Without skill:** anxiety
- **Without incentive:** gradual change
- **Without resources:** frustration
- **Without action plan:** false starts
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