



MISTRUST

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FEAR

OF THE UNKNOWN

Managing Change

Are you ready to shake things up at work?

Out with the old and in with the new. It's time for change and you're full of ideas and strategies to make it happen.

Good for you. But wait...

Your team doesn't want to change, they like things the way they are, and even your boss has concerns, "Is now really the best time for change?"

You start to wonder, where is all this resistance coming from?

Unfortunately, change has an interesting way of affecting people that can often result in resistance. If you're going to be an advocate for change, as all good leaders should be, you need to start by understanding what you're up against.

NAME



MANAGING CHANGE

How to use this workbook

Use this self-study workbook to help you navigate change successfully in your business. It is designed to support the managing change skills and strategies explored in the Managing Change e-learning course.

You can work through the entire workbook, or, because we know how busy life can be, you have the option to go straight to particular skills you'd like to work on.

Once you've completed the workbook we hope you will understand why people fear change so much, and you'll be able to create a plan of action to deal with any future resistance you may face.

WHO SHOULD READ THIS?

- Anyone who wants to shake things up at work
- Anyone who leads or manages a team
- Anyone who currently fears change

KEY INSIGHTS

- Resistance to Change Explained - Before you make any change, you need to carefully consider the reasons why people might resist it.
- The Change Curve - When change is first introduced at work, the people affected will typically go through four stages. These can be visualised on the change curve.
- Navigating Change Successfully - Implementing change is never painless, but you can make the journey easier by recognising where people are on the change curve and taking the right kind of action.

RESISTANCE TO CHANGE EXPLAINED



Let's begin with a story;
Two caterpillars were having a chat one day when a beautiful butterfly floats by.

One caterpillar turned to the other and said, "You'd never get me up on one of those butterfly things".

The story has two important messages;

- 1. Change is inevitable.**
- 2. Change is often resisted.**

That resistance in the workplace can range from the fairly subtle, such as avoidance or passive aggressive behaviour, all the way to outright defiance, hostility, and sabotage.

As a leader you need to understand that people don't just fear change, they genuinely believe (often on an unconscious level) that when you've been doing something a particular way for a long period of time, it must be a good way to do things. And the longer you've been doing it that way, the better it is.

The bottom line is, unconsciously we all believe that longevity equals goodness.

LONGEVITY = GOODNESS

So change isn't simply about embracing something unknown, it's about giving up something old, for something new.

Before you make any change, you need to carefully consider the reasons why people might resist it. Knowing that information, makes it easier to create a plan of action to deal with the resistance.

5 COMMON REASONS PEOPLE RESIST CHANGE

Before you make any change, you need to carefully consider the reasons why people might resist it. Knowing that information, makes it easier to create a plan of action to deal with the resistance.

Let's take a look at the five most common reasons people resist change - you never know, you might recognise some of them in your own behaviour:

NUMBER 5 – PREDISPOSITION TO CHANGE

Differences exist in people's overall tolerance for change. Some people enjoy change because it provides them with an opportunity to learn new things and grow, personally and professionally. Others hate change because they prefer a set routine. These are usually the people who become suspicious of change and are more likely to resist.

NUMBER 4 – BAD TIMING

As the old saying goes, "Timing is everything". Heaping too much change on employees over a short period of time can cause resistance. If change is not implemented at the right time or with the right level of tact or empathy, it usually doesn't work.

NUMBER 3 – LOSS OF CONTROL

This type of resistance often occurs when companies announce that they will be restructuring or downsizing. This causes fear amongst employees that they'll lose their jobs or be moved into other positions without their input.

NUMBER 2 – MISTRUST

If the individuals in a department highly respect their manager because the manager has built up trust over a period of time, the team will be more accepting of any changes. If the manager is new and has not yet earned the trust of employees, then mistrust can manifest itself into resistance to change.

NUMBER 1 – FEAR OF THE UNKNOWN

This type of resistance occurs mainly when change is implemented without warning the affected stakeholders before the change occurs. When change (especially that perceived as negative) is pushed onto people without giving them adequate warning, and without helping them understand what the change will include and how their jobs or work will be affected, it can cause people to push back against the change due to their fear of the unknown.

CHANGE CHALLENGE 1

Think of a time you have had to introduce change into your workplace. How did your team react? Did you witness any of the behaviours explained above?

Could you have done anything differently to help them be ready for change?

Take a moment to reflect on how you introduce change in your workplace. If it helps, write down any areas you think you need to improve on, and any areas you manage well:

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TAKEAWAY

Being aware of the reasons people resist change will help you implement change with fewer issues.

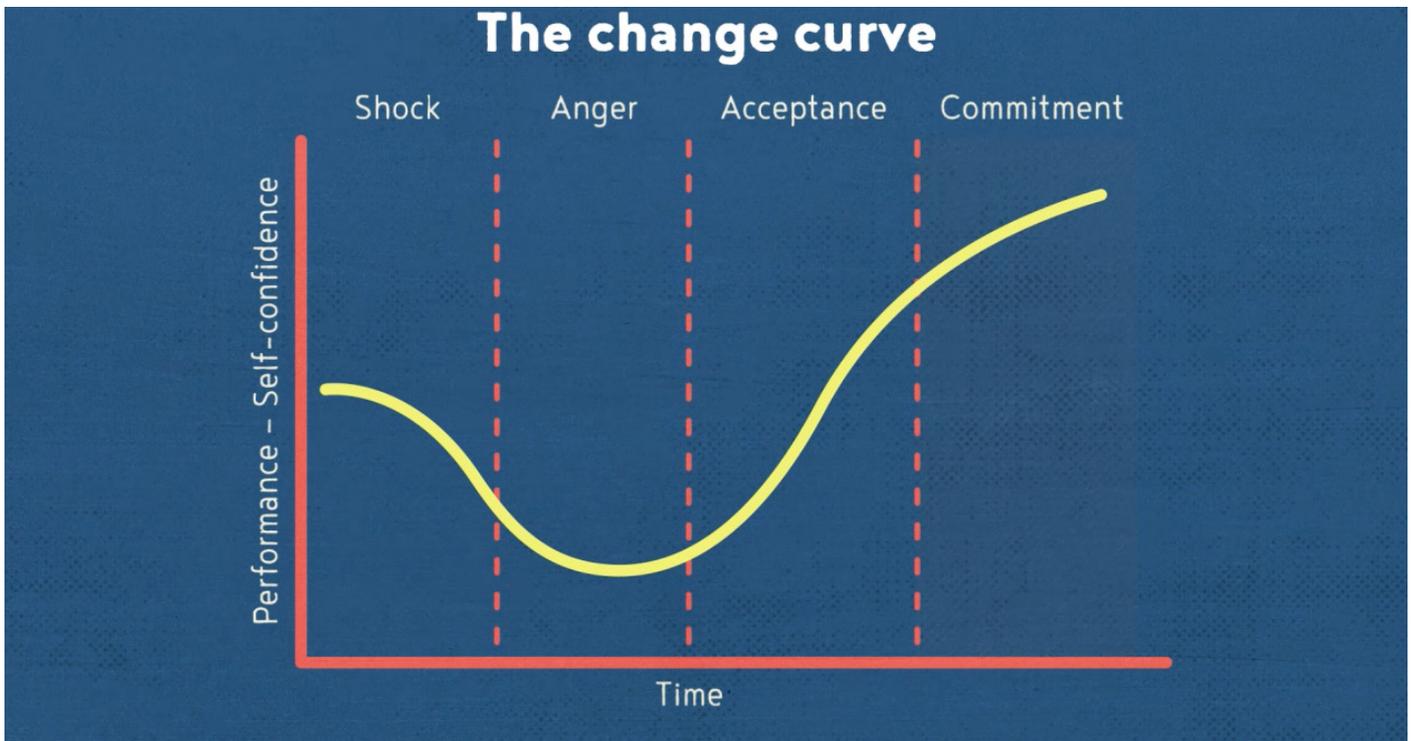
Eliminate fear of the unknown by letting affected groups know there will be changes coming.

Avoid mistrust and the feeling of loss of control by getting others involved in the changes before they occur and asking them to offer input and feedback.

And prevent bad timing by providing a clear vision and reason for the changes along with a timetable or schedule of what to expect and when to expect it.

THE CHANGE CURVE

The change curve (or transition curve) is a popular model used to describe a person's journey or transition through change.



It helps you to predict how people will react to change, so you can support them on that transition.

When change is first introduced at work, the people affected will typically go through four stages. These can be visualised on the change curve. The stages are shock, anger, acceptance and commitment.

STAGE 1 - SHOCK

People's initial reaction to the change will likely be shock or denial as they refuse to accept that change is happening.

STAGE 2 - ANGER

Once the reality sinks in and people accept the change is happening, they tend to react negatively. They may feel angry or fearful, and actively resist or protest against the changes.

This is perfectly understandable, as that person may have been an expert in the way things used to be done and their expertise has resulted in respect. The coming change undermines this position.

If people continue to resist change and remain at stage 2, the change will never work, at least for the people who react in this way.

So you need to help them move out of this stressful and unpleasant stage, into the more positive, acceptance stage.

STAGE 3 – ACCEPTANCE

At stage 3, people stop focusing on what they've lost and start to let go and accept the change. People will begin to test and explore what the changes mean to them.

STAGE 4 – COMMITMENT

When people reach the last stage, commitment, they not only accept the changes, but embrace them. They then start to restructure their ways of working and become more productive and positive.

CHANGE CHALLENGE 2

The goal of this challenge is to extend your thinking by adding the perspective of individual future states. When visualising change, leaders often think about future state from the organisational perspective. While this is necessary, all change projects impact individuals and how they do their jobs.

Think of a change project you or the organisation are trying to achieve (this doesn't have to be anything complicated, it could be something very simple).

On the left hand side of the table below, describe the future state from the organisations perspective.

On the right hand side, describe the future state for five individuals impacted by the change (e.g. how their work job will be different after the project is implemented).

Future State from the Organisations Perspective

Future State for 5 Individuals Impacted by the Change

TAKEAWAY

Your role as a manager or leader in the company is to help and support people through these individual transitions.

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4 WAYS TO NAVIGATE CHANGE

Implementing change is never painless, but you can make the journey easier by recognising where people are on the change curve and taking the right kind of action.

STAGE 1

At this stage, communication, listening and information are key.

When people are in shock or denial they need time to adjust. They'll need information to help them understand what is happening, but they don't want to be overwhelmed.

Reiterating what the actual change is, the effects it may have, and providing as much reassurance as possible, will all help to support individuals in stage 1.

STAGE 2

This stage really is the 'danger zone' for change.

At this point performance is at its lowest. There is a tendency to fixate on small issues or problems, often to the detriment of day to day tasks. Individuals may continue to perform tasks in the same way as before, even if this is no longer appropriate behaviour.

The leader's role, here, should be to lend an ear to the team member's concerns, demystify the myths and fads surrounding the change, empathise with them and encourage them to pass through this stage.

Don't be dismissive of the strength of feeling. It can be a frustrating time, but people will be reassured by the knowledge that others are experiencing the same feelings, and this can be used as the platform to move to the next stage.

STAGE 3

During the early part of this stage, energy and productivity remain low, but slowly begin to show signs of recovery. Everyone will have lots of questions and be curious about possibilities and opportunities. Normal topics of conversation resume, and a wry humour is often used when referring to behaviour earlier in the process.

Individuals will respond well to being given specific tasks or responsibilities, however communication remains key. Regular progress reports and praise help to cement the more buoyant mood. It is not uncommon for there to be a return to an earlier stage if the level of support suddenly drops.

Allow people time so they can learn and explore the change without too much pressure.

STAGE 4

Commitment is the final stage of the change curve, when productivity and emotional normality would have been completely restored. The team members feel more in control as they settle into their new roles.

Work activities return to normal as team members begin to co-operate whole heartedly. It's important for the leader to acknowledge and reward the team members for actively contributing, to keep them motivated and committed.

Repeat and reinforce objectives and strategy; build buy-in and create good feedback mechanisms, including rewarding people and celebrating successes.

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ACTIONABLE ADVICE

If you're implementing change in your business try to keep these steps in mind:

Be aware of the reasons people resist change, which will help you implement change with fewer issues.

Eliminate fear of the unknown by letting affected groups know there will be changes coming.

Avoid mistrust and the feeling of loss of control by getting others involved in the changes before they occur and asking them to offer input and feedback.

And prevent bad timing by providing a clear vision and reason for the changes along with a timetable or schedule of what to expect and when to expect it.

We hope you've enjoyed learning about the change process, and would like to leave you with this thought. The easier you can make the change journey for other people, the sooner your organisation will benefit, and the more likely you are to be successful.

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ACTION PLAN

KEY SKILLS (WHAT ARE THE KEY SKILLS YOU HAVE LEARNT DURING THIS COURSE)

WHAT WILL YOU DO DIFFERENTLY IN THE WORKPLACE?

WHAT OBSTACLES MIGHT GET IN THE WAY OF YOU ACHIEVING THIS?

WHAT, OR WHO MAY HELP YOU OVERCOME THESE BARRIERS?

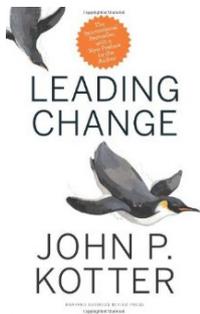


SUGGESTED READING

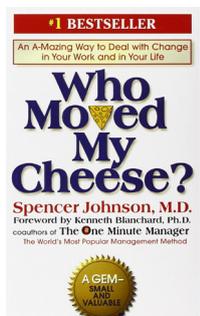
For those wanting to read more about change, there are some great reads available that the course authors would recommend:



MANAGING CHANGE
Mark Hughes



LEADING CHANGE
John P. Kotter



WHO MOVED MY CHEESE
Spencer Johnson

This workbook was produced by:

