

MANAGING CHANGE

- *Change is the only constant in the organisation*
Charles Handy
- *To improve is to change; To be perfect is to change often*
Winston Churchill
- *Make people part of the solution, instead of part of the problem*
- *Success is sweet but its secret is sweat*

NATURE OF CHANGE DUE MOSTLY

-POLITICAL

-ECONOMIC

-TECHNOLOGICAL

ATTITUDES TO CHANGE

-IGNORE CHANGE

-RESIST CHANGE

-COPE WITH CHANGE

-INITIATE CHANGE

-MANAGE CHANGE

*‘Change need not to come in the form of big dramatic innovation or restructuring.
It should be accepted as a continuous process, with constant adjustments in every area.’*

*A Force For Change
John P. Kotter*

**CHANGE IS THE ESSENCE OF
EVERYTHING.**

**WITHOUT IT PROGRESS CEASES TO
EXIST.**

MANAGING CHANGE

'is like moving a chocolate blamanche

across the table...

you have to move it gradually by

'pushing' in various places at the

same time.'

'Tomorrow's effective organisation will

be conjured up a new each day.'

Tom Peters

**THE TRUE ENEMIES OF CHANGE ARE
MAINLY PERSONS FEARFUL OF LOSING
THEIR EMPIRE**

RESISTANCE TO CHANGE

This will happen because of :

- Fear of the unknown
- Lack of information
- Misinformation
- Threats to status
- Threats to skills
- Threats to power bases
- No perceived benefits
- Low levels of trust
- Poor working relationships
- Fear of failure
- Fear of looking stupid
- Having to develop new ways of working

IMPLEMENTING STRATEGY

Minimising Resistance to change involves

SECURING	TOP LEVEL COMMITMENT
Developing	A supportive climate Awareness of needs and benefits
Providing	Reward incentives Technical skills Psychological support
Preserving	Self-esteem and cohesiveness
Avoiding or minimising	Altering group balance Competition and conflict Role uncertainty, ambiguity and conflict Threatening power and influence