

# CHANGE: The Human Factors

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## **WHY PEOPLE RESIST CHANGE:**

The change isn't self-initiated.

Their routine is disrupted.

Change creates fear of the unknown.

The purpose of the change is unclear.

Change creates fear of failure.

The rewards for change don't match the effort change requires.

The followers lack respect for the leader.

Change may mean personal loss.

## **WHEN YOU INTRODUCE CHANGE:**

- 1) Be positive.
- 2) Implement in small steps.
- 3) Focus on "what does it take to make this happen?"
- 4) Share as much of the "whole picture" as possible.
- 5) Watch for changing priorities.
- 6) Link new information with known information.

## **EIGHT FEARS BROUGHT ABOUT BY CHANGE**

- 1) fear of failure.

- 2) fear of inadequacy
3. fear of the unknown
- 4) fear of loss of control
- 5) fear of something new
- 6) fear of no longer fitting in
- 7) fear of being fired
- 8) fear of having to learn something new

### **A brief synopsis of Aesop's famous: The Hare and the Tortoise**

The tortoise, as most of you know, is a slow-moving, placid creature who doesn't go anywhere in a hurry. The hare, on the other hand, is a quick-moving spirited animal that moves quickly from place to place. One fine day in the meadow, the hare challenged the tortoise to a race. Being an agreeable sort, the tortoise accepted the challenge. They determined a starting line and a finish line then began the race. The tortoise slowly took off heading around the meadow, directly toward the finish line, while the hare started quickly bouncing off ahead of him. The hare got far enough ahead that the tortoise couldn't see him anymore, so he decided to take a shortcut through the woods and use the time he saved to take a nap. His intention was to tell the whole meadow how he had taken a nap, yet still beat the tortoise to the finish. He didn't want to raise suspicion by winning by too much, however, so he settled down for his nap just shy of the finish line. The hare meant to wake up when the tortoise came by, jumping ahead of him to the finish. Unfortunately, the hare woke from his nap just in time to see the tortoise cross the finish line. In Aesop's words, "Plodding wins the race."

### **When dealing with change, consider:**

Some people eagerly respond like the Hare. Others are more methodical like the Tortoise. Carefully consider when to be a Hare and when to be a Tortoise.

- When making change decisions, a Tortoise tends to be more consistent and careful.
- When delegating through change, evaluate who is a Hare and who is a Tortoise.

### **FOUR STEP PROCESS FOR INTRODUCING CHANGE:**

- 1) What is going to happen.
- 2) What is expected from them.
- 3) What is the time line (including adjustment periods)
- 4) The follow up/adjust process.

## **FOUR MAJOR CHANGE INFLUENCES:**

Unknowns

Challenges

Hidden agendas

Loss = change    Change = loss

## **HELP PEOPLE OVERCOME CHANGE RESISTANCE:**

- Inform people in advance so they'll have time to consider the implications of the change and how it will affect them.
- Explain the overall objectives of the change – the reasons for it and how and when it will occur.
- Show people how the change will benefit them (What's in it for them.). Be honest about who may be affected as a result of the change.
- Keep communication channels open.
- Get input from appropriate staff – particularly those most affected by the change
- Be flexible and adaptable throughout the change process. Admit goofs and make changes where appropriate.
- Demonstrate your belief in the commitment to the change. Let them know you are confident in their ability to implement the change.
- Reassure them that they will receive guidance through the transition
- Recognize those implementing the change.
- Follow through.
- Through word and deed, show them that you will not abandon them.