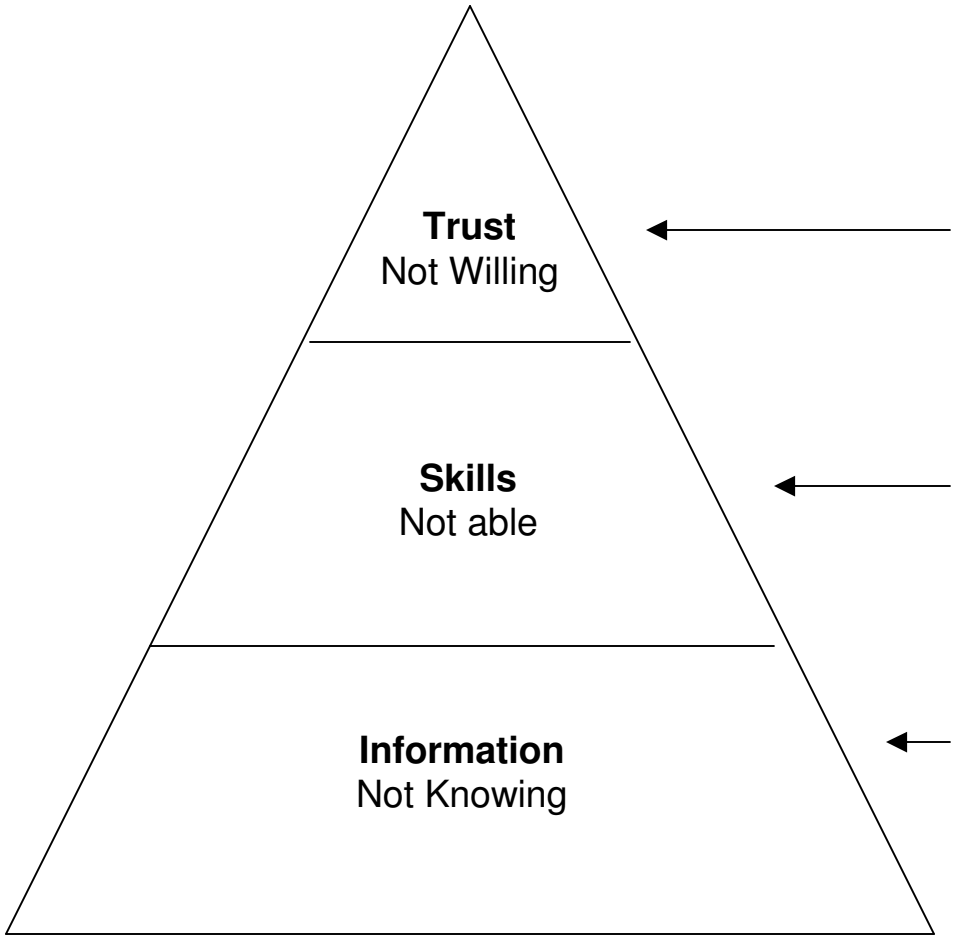
What Causes People to Resist?



Resistance Pyramid

Support / Commitment

Set goals, measure results, and provide feedback.

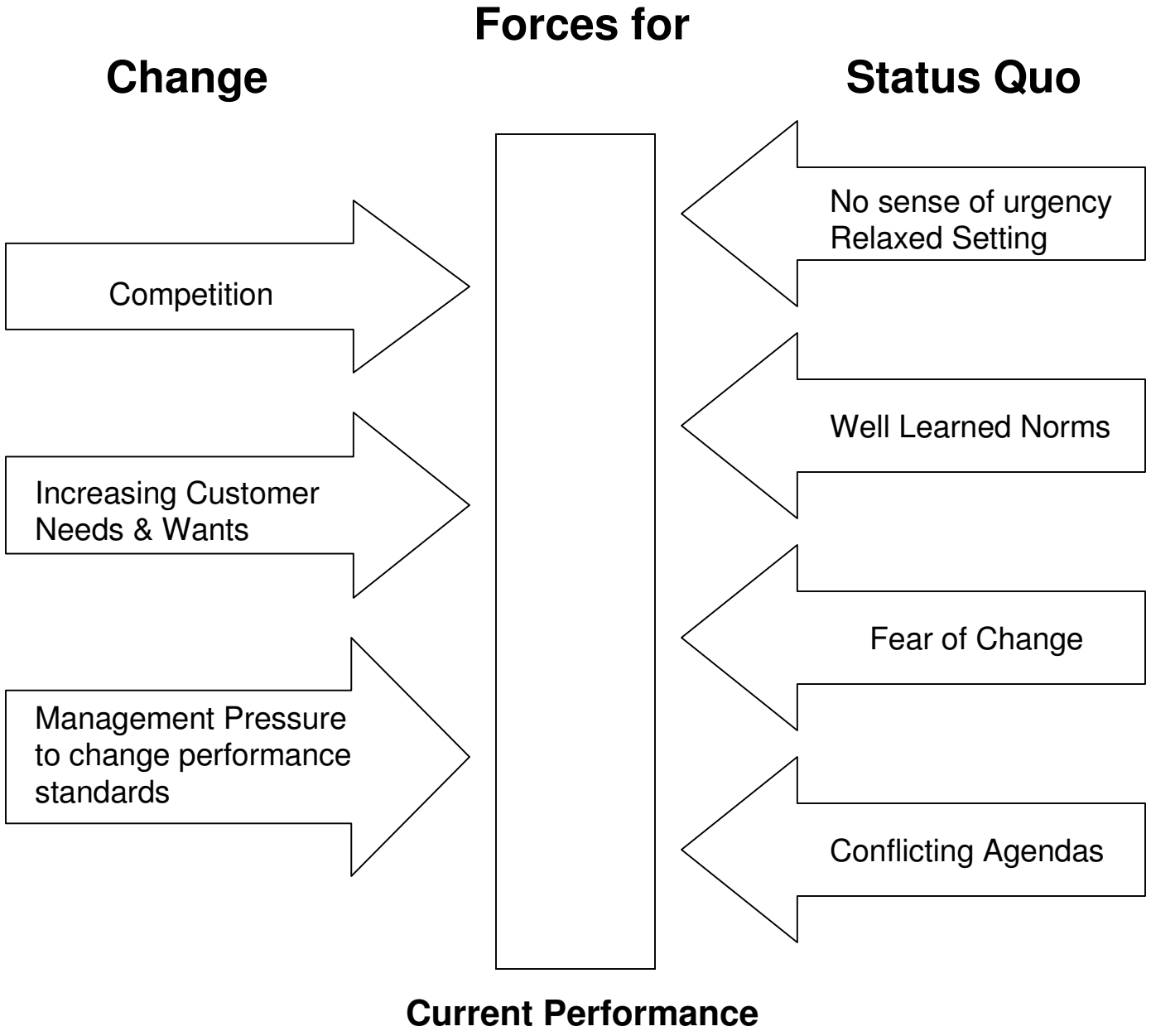
Competencies / Knowledge

Education and training.

Information / Participation

What, why, how, when, and who.

Management Strategy


Forces for
Change
Status Quo
Competition
Increasing Customer Needs & Wants
Management Pressure to change performance standards
No sense of urgency Relaxed Setting
Well Learned Norms
Fear of Change
Conflicting Agendas
Current Performance

The Typical Change Model

Combining Rational & Command Strategies

Rational Persuasion

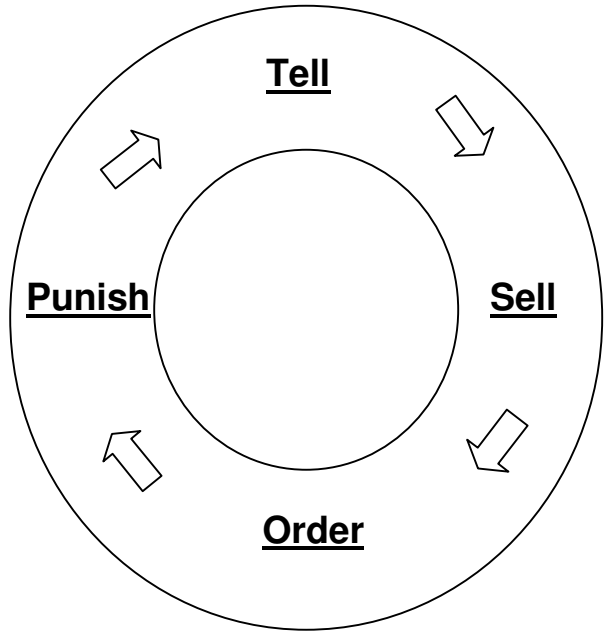
Coercion & Force

Tell

Sell

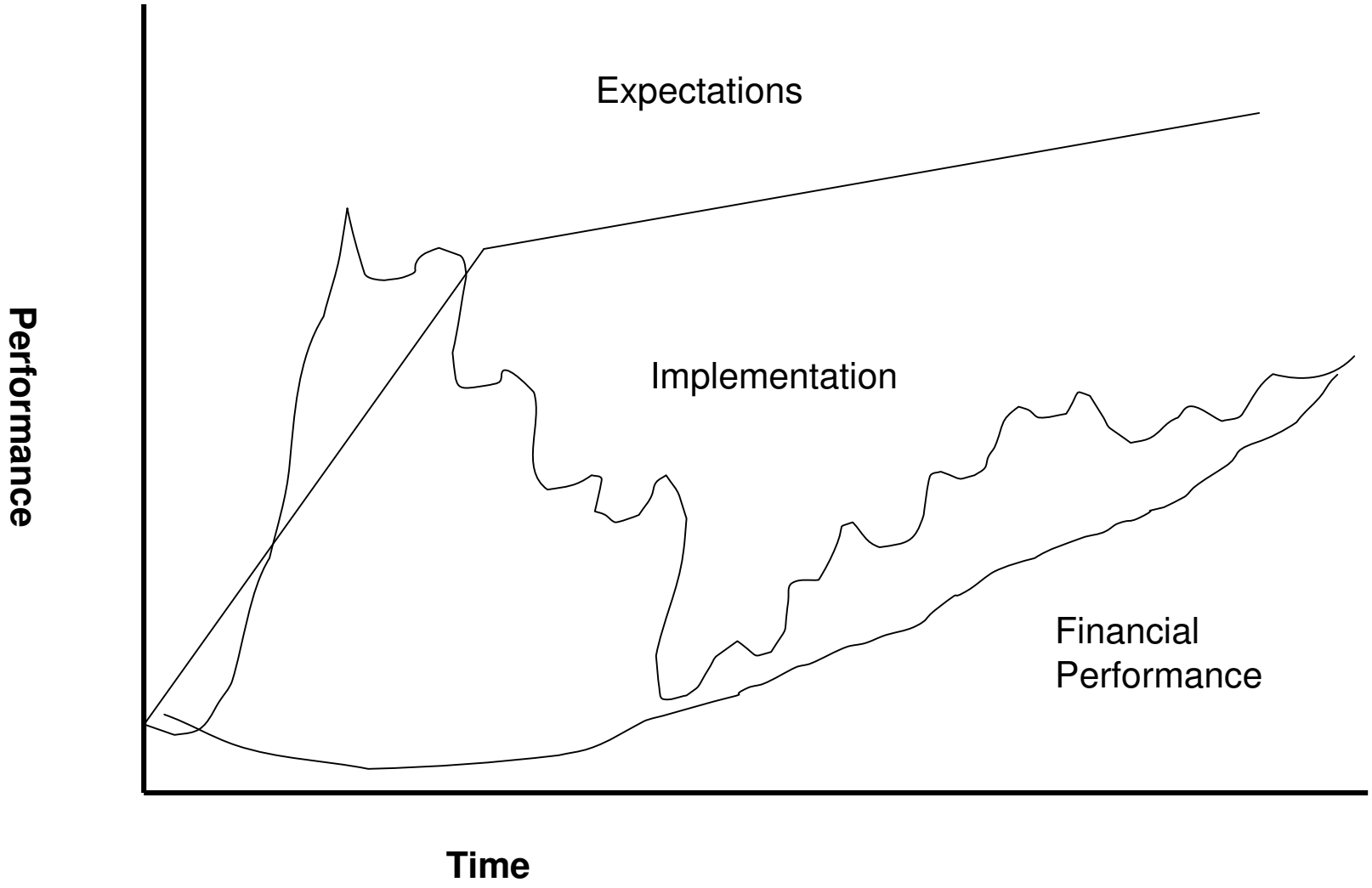
Order

Punish



Cycle of Change Failure

The Realities of Implementing Change



How can leading firms with smart managers lose their competitive advantage?

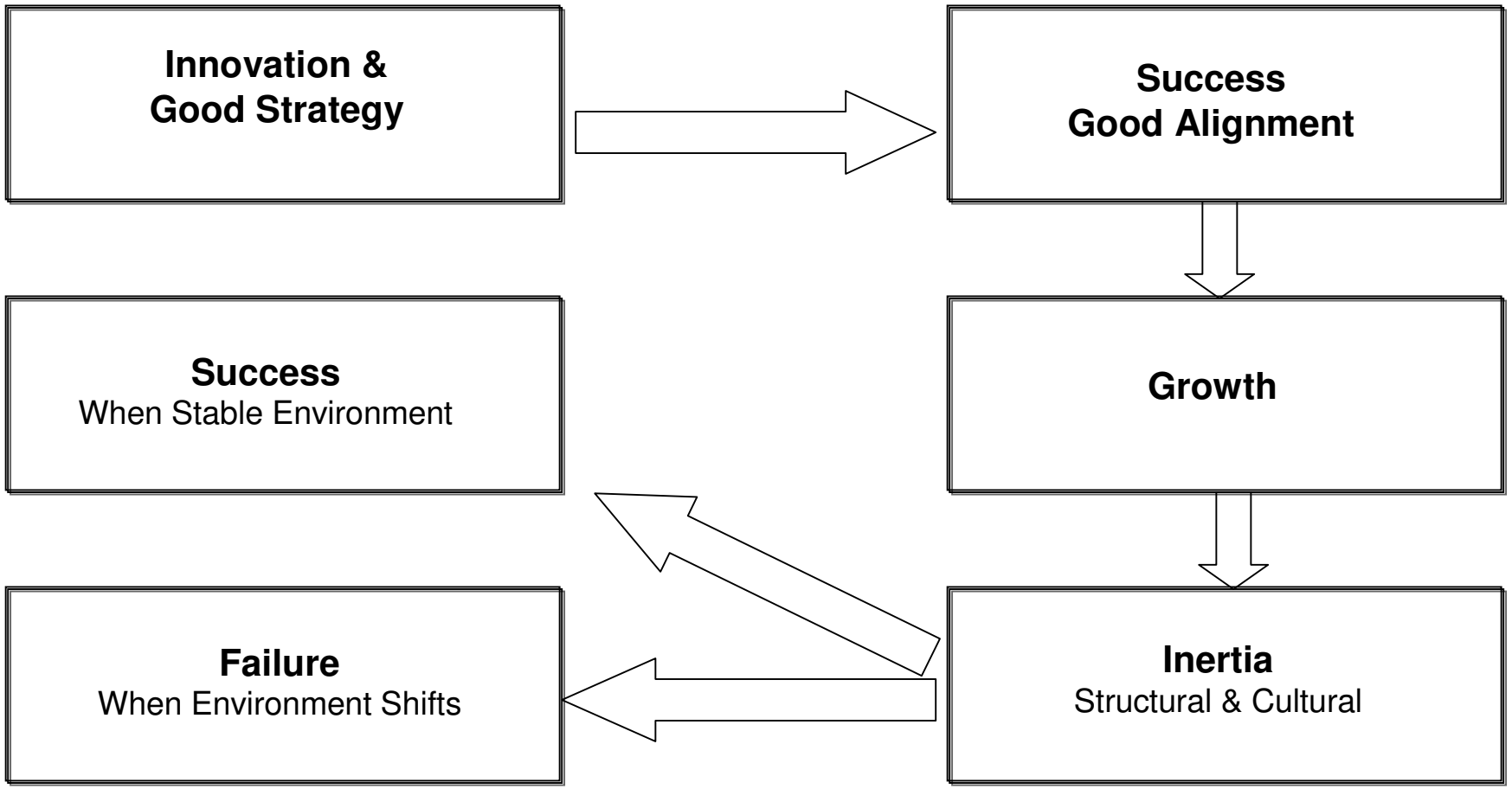
SEARS

The Tyranny of Success

Successful organizations are dynamically conservative

- They actively try to preserve their core competencies.
- Their resistance to change is rooted in the complexity and interdependence of culture, systems, structures, processes.
- They are held hostage to their past.

The Tyranny of Success



„There is at least one point in the history of any company when you have to change dramatically to rise to the next performance level. Miss the moment and you start to decline.“

Andy Grove
CEO Intel

Three Principles For Impelenting Change

1. Change happens in stages.

2. Different strategies are more effective in different stages.

3. People move through stages at varying speeds.

Major Challenge of the First Step

People don‘t tell you what you need to know

Major Challenges of the Second Step

- Managers expect that if they give people compelling information on the need for change then change will be accepted.

- Managers fail to realize they are already excited about change and have been actively involved.

🔑 It takes longer and requires more involvement for others to understand the need for and value of change - the social relationships are key.

Second Step - Building Interest

What will it do for them?

- Recognition Plan

  by sustaining managers, agents, advocates

  - Incentives & rewards
  - Symbolic actions
  -

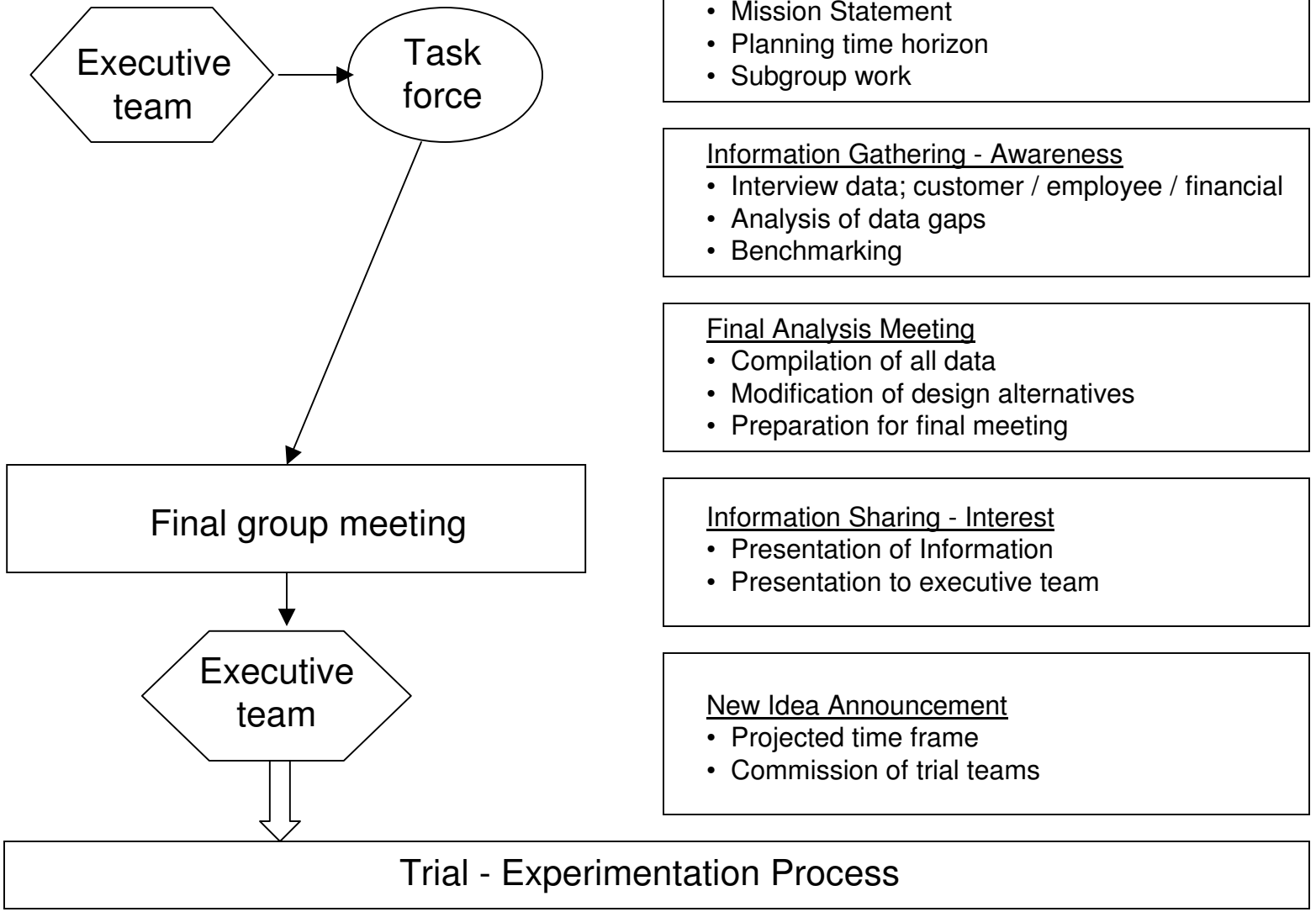
- Communication Plan

  - meetings
  - one-to-one
  - groups / teams
  - memos
  - e-mail / letters (home & work)
  - newsletters

An Effective Statement of Change

- Keep it simple. Simple and clearly understood.
- True values are reflected in the change. The change is consistent with the vision and mission and reflects the values of the hotel.
- Action terms. State change in behavioral terms - what is to be done rather than how people should feel.
- Results oriented. Satement describes what the change will bring about (results), rather than describe the process (actions) of changing.
- The changes is specific vs. General - What it is? Who does if affect? When and where will it take place? Why is it occurring?

Change Process



Kickoff Meeting
- Mission Statement
- Planning time horizon
- Subgroup work

Information Gathering - Awareness
- Interview data; customer / employee / financial
- Analysis of data gaps
- Benchmarking

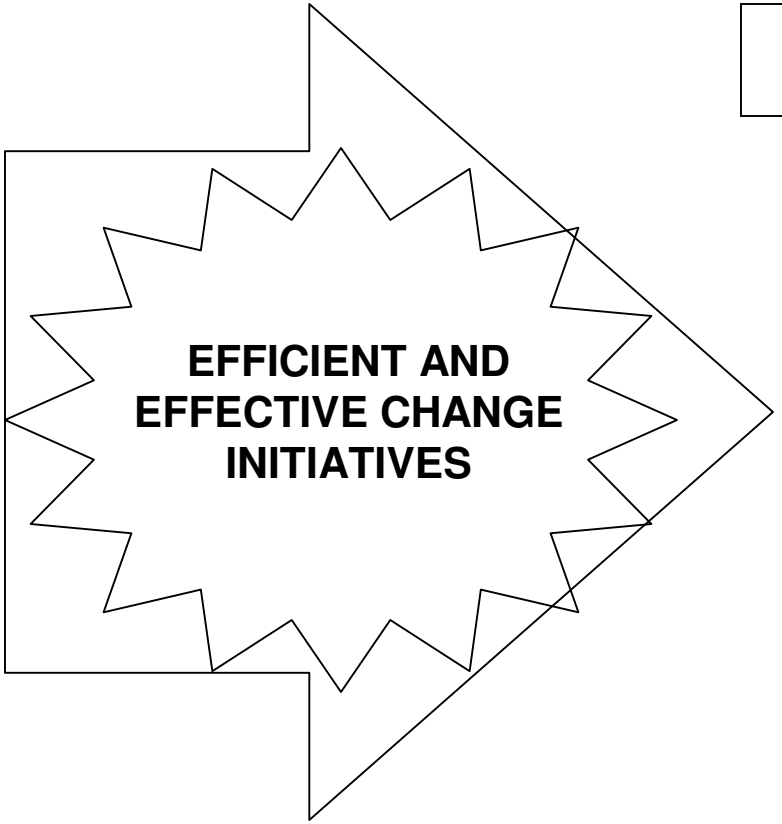
Final Analysis Meeting
- Compilation of all data
- Modification of design alternatives
- Preparation for final meeting

Information Sharing - Interest
- Presentation of Information
- Presentation to executive team

New Idea Announcement
- Projected time frame
- Commission of trial teams

Organizational Change Process

GOAL	PROCESS



- Identify compelling business reasons for change - Discomfort
- Assess the organization‘s readiness to move toward the vision - Preparation
- Design a clearly articulated, widely shared vision of the desired state
- Build strong sponsorship and commitment to initiate and sustain change. Idea spreaders
- Construct a communication plan with sticky information
- Develop measures to monitor the change and work on the context