



LEAD WORKSHOP ON CHANGE MANAGEMENT

21-27 October 2016

Beijing & Kunming

CM WORKSHOP AGENDA

- LEAD members will form different workgroups according to their country of origin. Members will discuss and produce outcomes for the following three questions:
- IDENTIFY/CATCH FORCES OF CHANGE
 - What are the dominant forces of change for universities?
 - Are these forces specific to an individual country or individual organization/university?
- CHANGE MANAGEMENT: STEPS AND ACTIONS
 - What are the key steps university administrators follow to respond to the forces of change?
- RESISTANCE TO CHANGE
 - What is the response of academic and administrative staff members to these changes?
 - What do CM agents do deal with resistance to change?

FORCES FOR CHANGE

- Accountability
 - Bureaucratic accountability; accountability to outputs; market accountability
- Changing Demographics
 - Structural characteristics and migration
- Staffing Shortages
 - Increasing demand; diversity of personnel
- Technological Change & Knowledge Explosion
- Processes and People
 - Efficiency and effectiveness of internal adm processes
 - Poor performance,

RESISTANCE TO CHANGE

- Interference with Need Fulfillment
 - Interference with economic, social, esteem needs
- Fear of the Unknown
- Threats to Power and Influence
- Knowledge and Skill Obsolescence
- Organizational Structure
- Limited Resources
- Collective Bargaining Agreements

OVERCOMING RESISTANCE TO CHANGE

- Participation
- Communication
- Support
- Rewards
- Planning
- Coercion and its typical three steps:
 - Persuasion
 - Negotiation
 - Coercion

RESISTANCE

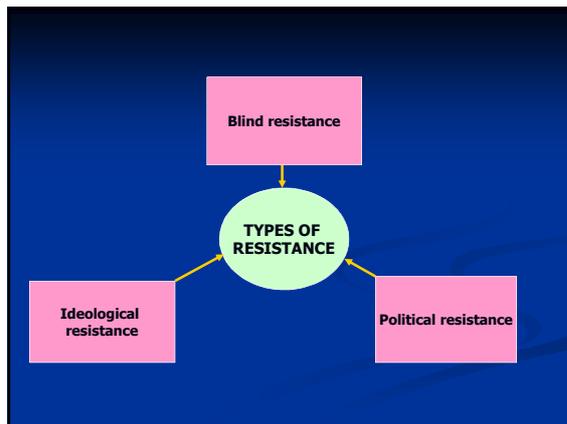
- Not resisting the change *per se*, resistance to losing something of value
 - Loss of the known
 - Feeling of anxiety in the face of change

Resistance

- Lack of choice
 - Being forced, or imposed to move to a new state of being and acting
 - When people's feeling of freedom is in jeopardy the immediate reaction is to regain it
 - They do whatever it costs to defend their belief, even if it causes to change their belief!
 - The issue of advantageous/disadvantageous is in conflict
 - They may choose alternative not in their best interest rather than give up the feeling of choice
 - E.g., reaction to being told to stop smoking!

RESISTANCE

The degree and success of with which an organization change is introduced is directly proportional to the amount of choice that people feel they have in determining and implementing the change



TYPE OF RESISTANCE

- Blind resistance
 - Being afraid and intolerant of (any) change
- How to deal with blind resistance
 - Provide as much reassurance as possible
 - Moving into something new causes discomfort but things are rarely as horrible as we imagine
 - Allow time to pass
 - Some blind resisters by their nature react defensively with reflex at first. They simply need time to get used to the new ideas

TYPE OF RESISTANCE

- Political resistance
 - They believe that they will lose something of value if change is implemented
 - Loss of power base, job, income or the like
- How to deal with political resistance
 - Counter with negotiation
 - Trading something with something else of value
 - Argue long-term gain vs short term loss
 - Yes, for a while we will be losing something, but in the long term we will gain much more

TYPE OF RESISTANCE

- Ideological resistance
 - Resistance comes from honest, intellectual differences or genuine beliefs, feelings, or philosophies that are different
 - People genuinely believe that the planned change will not work and they provide reasons behind their belief
 - Violation of deeply held values and provide the reasons behind their feeling
- How to deal with ideological resistance
 - Counter with strong persuasion based on data, facts, and substance. Mere opinion will not be persuasive
 - Careful prediction from and linkage to this information is necessary

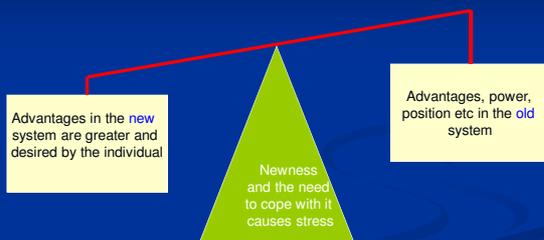
RESISTANCE

- **Apathy vs. resistance**
 - Resistance is not necessarily a bad thing, **apathy is worse**
 - In resistance, there is **energy** and the person **cares** about something
 - Resistance is a natural human response, like defense mechanism, and **should be respected**

RESISTANCE

- **Satisfaction and uncertainty**
 - People **exchange the known for the unknown, certainty for uncertainty**, existing patterns of behavior and adaptation for new patterns
- **Evolving into the new working environment**
 - People **spend psychological energy and effort** to get to know the new situation and in tolerating and coping with frustration

RESISTANCE



RESISTANCE

- Responses to change depends on **individual/personality characteristics** and not in resisting and not resisting fashion
 - Responses to change (Oreg, 2003)
 - Seek routine
 - React emotionally (when change is imposed)
 - Take a short-term focus
 - React in cognitively rigid way
 - Responses to change (Wanberg & Banas, 2000)
 - Organizational members tended to be optimistic, possessed high self esteem, or had high internal locus of control, the more open to and supportive of organization change

WAYS TO HELP ORGANIZATIONAL MEMBERS DEAL WITH CHANGE

Conceptually:
giving individuals a way of thinking about what they are experiencing

Achieving closure:
Help individuals complete unfinished business

Participation:
Open ways to incorporate individuals' choices and ideas to change process

COPING CONCEPTUALLY

- Distinguishing between **change and transition** (Bridges, 1986)
 - **Change starts** and stops, something used to happen in the old way, starts to happen in a new way
 - **Transition is a psychological process** extending over a long period of time and cannot be managed in a rational way, while change can be

COPING CONCEPTUALLY

- People go through **three phases** in letting go and stopping identifying with the old before embracing with the new
 - **Surrender**: People must give up who they were and where they have been. Excessive resistance is the difficulty with this phase
 - **The "no man's land"**: Experience of ambiguity, confusion, despair, and sense of meaninglessness. Reorientation and new psychological place can be attained
 - **A new beginning**: People begin to learn new skills and competencies, make new relationships, and develop a new vision for the future

ACHIEVING CLOSURE

- People need to **"finish the thing"** in the old system
 - **Natural tendency** to continue with the "old way of doing"
- People spend **physical, mental, emotional** energy to finish what they have began to do
 - The energy may take the form of **talking about old ways**, or **sabotaging** new ways
- Give people way to **disengage from the past**, help them to focus on the change and the future
 - E.g. NASA case

PARTICIPATING IN OC

- **"Involvement leads to commitment"**
 - The degree to which people will be committed to an act is a function of the degree to which they have been involved in **determining what the act will be**
- Lack of obedience to this principle is one of the main problems in implementing elegant OC plans
 - Small number of top people design a change plan at the top which is going to affect lives of larger population
 - Leads to the feeling of being **imposed and feeling of reactance**
- Lack of commitment does not mean **total resistance** but **slow reluctant compliance**

MANAGING CHANGE

- Lewin's Three-Step Model
 - Coexistence of forces of change and resistance to change in organizations
 - The fundamental strategy should be reducing resistance to change rather than pushing forces of change
- Unfreezing:
 - Reducing inertial forces (e.g., decreasing the strength of current values, attitudes and behaviors; crises in organizations; surveys; performance data)
- Moving
 - Development of new values, attitudes, and behaviors
- Refreezing
 - Stabilizing, retaining change

MANAGING CHANGE

- Kotter's Eight-Step Plan
 - Establish a sense of urgency
 - Create a guiding coalition
 - Develop a vision and strategy
 - Communicate the change vision
 - Empower broad-based action
 - Generate short term wins
 - Consolidate gains and produce more change
 - Anchor new approaches in the culture

Reframing Kotter's Change Model

Kotter stage	Structural	Human resource	Political	Symbolic
Sense of urgency		Involve, solicit input	Network with key players Build power base	Tell compelling story
Build guiding team	Coordination strategy	Team building	Stack team with key players	Put CEO on team
Uplifting vision, strategy	Implementation plan		Map political terrain	Create vision rooted in past

Reframing Kotter's Change Model

Kotter stage	Structural	Human resource	Political	Symbolic
Communicate through words, deeds, symbols	Build structures to support change process	Meetings to communicate, get feedback	Create arenas Build alliances	Kickoff ceremonies Visible leadership
Remove obstacles, empower	Change old structures	Training, support, resources		Public hangings
Early wins	Plan for short-term victories		Do what it takes to get wins	Celebrate early progress

Reframing Kotter's Change Model

Kotter stage	Structural	Human resource	Political	Symbolic
Keep going when going gets tough	Keep people on plan			Revival meetings
New culture to support new ways	Align structure to new culture	Create "culture" team Broad involvement in creating new culture		Mourn past Celebrate heroes Share stories