

# Managing Change

*An incalculable amount of human effort is directed to combating and restricting the ...danger represented by change.*

foreword to *I Ching : Book of Changes* (Carl Jung)

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# EVOLUTION AND REVOLUTION AS ORGANIZATIONS GROW

Harvard Business Review: *Larry E. Greiner*, © 1972



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# REASONS FOR CHANGE

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To increase or change performance

To capitalize on a strategic advantage

To be happier, personally or professionally

To respond to a perceived threat

To correct a problem

To overcome lethargy or stagnation

*Mark Sachs and Associates 2000*



*...changes are designed to lend life and movement without drawing too much attention to themselves. No rule can be given, as all degrees of variation in the amount of change can be found...*

*Harmony (4<sup>th</sup> edition), Walter Piston*



# WHAT DRIVES CHANGE ?

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Periods of evolution, or growth, are driven by:

CREATIVITY

DIRECTION

DELEGATION

COORDINATION

COLLABORATION

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*Could there be a more uncomfortable position intellectually than that of floating in the thin air of unproved possibilities, not knowing whether what one sees is truth or illusion?*

foreword to *I Ching : Book of Changes* (Carl Jung)



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**RECOGNIZING RESISTANCE**

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**Confusion:**

So, why are we doing this? This may be a conscious or unconscious reaction

**Immediate criticism:** Before people hear all the details, they express their disapproval.

**Denial:** People put their heads in the sand and refuse to see that things are, or will be different.

**Malicious compliance:** People smile and appear to go along with the decision. It is only later, when they drag their feet, that you learn the truth.

**Sabotage:** Outright sabotage is usually easy to spot.

**Easy agreement:** People agree with you without much criticism. On the surface, this might seem ideal. You present your plan, and people applaud wildly, so it seems time to move ahead..

**Deflection:** People keep changing the subject. Meetings flit from topic to topic.

**Silence:** Silence is a difficult form of resistance to address because it gives you so little to work with.

**In-Your-Face Criticism:** People tell you exactly what is on their minds.

*From Beyond the Wall of Resistance, Rick Mauer, Bard Books, Inc., 1996, courtesy Sachs and Associates*



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*If you have troubles, such as the threat of a  
... takeover, burn a black candle. Write the name of  
the aggressor backward three times on the candle. Project  
into it all the problems and visualize the takeover collapsing.*

*The Goddess in the Office, Zsuzsanna Budapest*



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## **UNDERSTANDING RESISTANCE**

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### **Resistance:**

They believe it is unnecessary or will make the situation worse.



They fear the change will mean personal loss - of security, money, status friends, freedom, etc...

They don't like the way the change was introduced.

They had no input into the decision.

The change was a surprise.

They are not confident the change will succeed.

They feel manipulated because the changes were kept secret during the planning stage

The timing of the change was poor.

They subscribe to the belief that if it's not broken, why fix it?

They believe that you don't have the necessary resources to implement the change.

**Support :**

They expect that it will result in some personal gain.

They expect a new challenge as a result.

They believe that the change makes sense and it is the right thing to do.

They were given the opportunity to provide input into the change

They respect the person who is championing the change.

They believe it is the right time for the change.

*From The Successful Manager's Handbook, Personnel Decisions International, 1996, courtesy Sachs Ass.*



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# MANAGING CHANGE WELL

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LISTEN. OBSERVE.

UNDERSTAND YOUR PLACE, YOUR POWER, IN THE CHANGE

EDUCATE AND COMMUNICATE

ASSESS BOTH CAUSAL AND SYCHRONISTIC CONDITIONS THAT BROUGHT YOU INTO CHANGE

VISUALIZE THE FUTURE

BE ENCOURAGING

ARTICULATE TRANSITION STATE IN DETAIL, AND DEVELOP AND EXECUTE A PLAN TO ADDRESS IT

ESTABLISH STRUCTURE, TIMELINE, FORMAT

EVALUATE THE CHANGE, THE PROCESS, AND YOURSELF



*Peace is always there, to some extent. The doctor must be calm. The patient will cry, but if the doctor is not calm, he will worsen the condition.*

*Thich Nhat Hahn, Vietnamese Zen Master and exiled Buddhist monk*



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## Suggested reading:

1. *The Ten-Day MBA, A Step-by-Step Guide to Mastering the Skills Taught in America's Top Business Schools:* by Steven Silbiger
2. *The I Ching (Book of Changes)*
3. *Evolution and Revolution as Organizations Grow* (Harvard Business Review) by Larry Greiner/1972. HBS Publishing. To order, call 800.988.0886
4. *Extreme Management* by Mark Stevens (Warner Business Books)
5. *Harvard Business Review on Change* HBS Publishing. To order, call 800.988.0886
6. *Essential Managers: Managing Change* by Robert Heller
1. *The Musical Experience of Composer, Performer, Listener* by Roger Sessions, Princeton University Press

