

Leading & Implementing Workplace Change

Who Moved My Cheese

Introduction

- Approaches to and Theories of Change
- Balanced Understanding
- Different ways of implementing change
- Impact of change on individuals and organisations
- Resistance to Change

Outline

- Appreciate approaches to change
- Knowledge of different ways of implementing change
- Understanding of the impact of change on organisations and individuals

Structure

- “Who moved my Cheese”
- Recognising Change
- Adapting to Change
- Implementing Change

Initial Situation

- Sniffy and Scurry - simple minds, good instinct, act quickly
- Hemm and Haw - complex and intellectual, many beliefs and emotions, sophisticated methods, life is complicated and challenging
- Change and decision-making is uncomfortable
- Preparedness for change, anticipating change - makes adapting to change easier
- 'A leader who cannot make up his or her own mind, never knows what to do, hems and haws' Margaret Thatcher
- What were the reactions of the mice when there was no cheese?

Recognising Change

- Hem and Haw's Individual Resistance stops recognition of need to change
- Selective perception
- Habitat
- Inconvenience or loss of freedom
- Economic implications
- Security in the past
- Fear of the unknown
- Elaborate but unrealistic plans

Inertia

- Inertia - a preference for stability
- Custom and practice
- habit and conformity
- Inflexibility
- A way of thinking
- An inappropriate organisational culture
- Overcoming inertia - trust and shared commitment
- Staff involvement and participation
- A co-operative spirit
- Foster willingness to change

Approaches to Change

- Hem and Haw - anger and frustration - continued doing what they had done before - based on the past - Haw moves on - a planned approach - built in stages or pre-planned steps
- Sniffy and Scurry - emergent approach - react to change quickly - change is continuous, open-ended and unpredictable

Drivers of Change

- External - competition, technology, re-engineering, globalisation or the failure of globalisation
- Internal - efficiency, benchmarking, changes to received wisdom
- ‘A rupture in comparison with the initial situation’
- Strategy
- Organisational Development

Implementing Change

- Leadership
- Classical Approach - scientific management, rational and economic motivation
- Human Relations - emphasis on emotions, informal structures and social motivations
- Focus on organisational culture - change as a cultural and cognitive phenomenon rather than an analytical rational exercise
- Structure - flexible structures

Learning to Change

- Learning Organisations
- Collective Learning
- Executing Change