

# Adaptation in Change



- Adapting VS Resisting Organizational Change
- Change Agents must allow space to adapt for successful change to occur
- A race against the clock often proves to be unproductive - give Adaptation time!
- Organizational Change occurs in three dimensions:
- Personal, Collective & Organizational



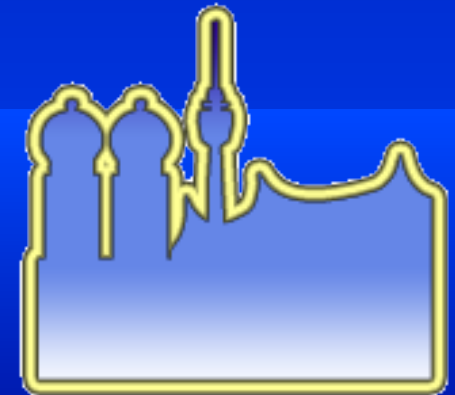
# Three Dimensions



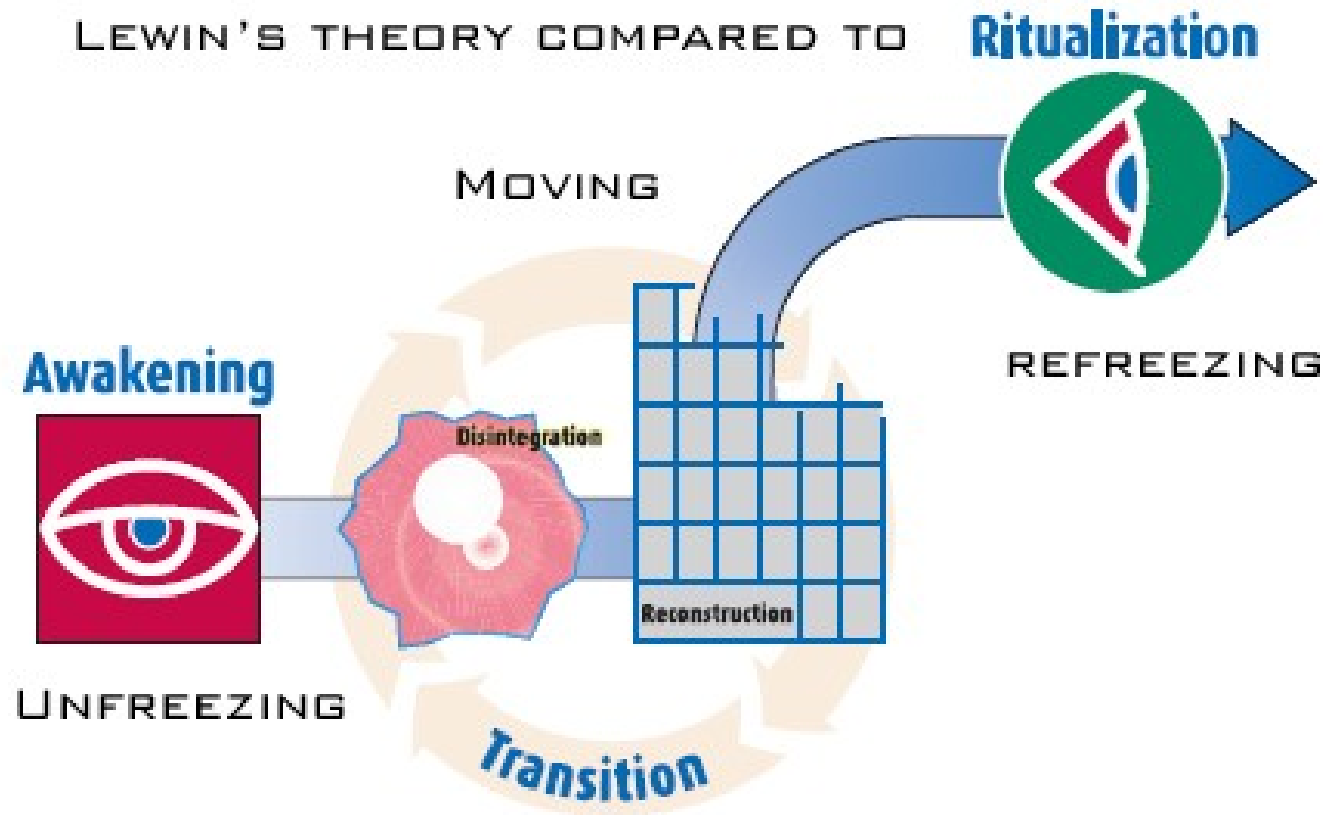
- **INDIVIDUAL** – requires letting go of the old, becoming competent to perform the new, and accepting the validity of the change for oneself and one's peers/coworkers – collectively acceptable?
- **COLLECTIVE** – Peer pressure is a powerful force; Social Compact must discredit existing and welcome the new
- **ORGANIZATIONAL** – covers the inherent process used to introduce the change as a whole

# Process of Change

- Revised Lewin's theory from unfreezing, moving and refreezing to awakening, transition and ritualization
- **Awakening** – equates to Unfreezing
- **Transition** – equates to Moving
- **Ritualization** – equates to Refreezing

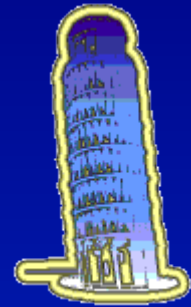


# Collerette's Change Model



THE PROCESS OF CHANGE (COLLERETTE)

# The Stage of Awakening



- Prompt for change occurs
- Target reflects on pros and cons of accepting and adapting to the change
- May react as one of the 3 typical positions in org change: **Supporter, Opponent or Ambivalent**
- Must arouse a **Critical Mass** for change to awaken
- Best to involve them in the assessment & plan
- Need enough **Triggers** to complete the awakening

# Change Triggers

- Present situation full of shortcomings = dissatisfaction with “what is”
- Leadership pressure
- Opportunity for individual gains
- #1 and #2 are more powerful than #3 but all three together = very Motivating or conducive to AWAKENING
- Various strategies can be used to enhance their receptiveness to change

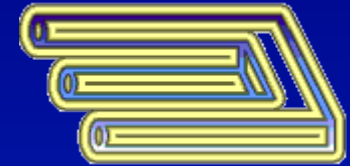
# Importance of Time



- The message is clear – the Awakening Stage must flow at a relaxed and reflective rate
- Change agents must give the change targets plenty of time to move through this stage if they want the initiative to be successful
- Must also be sure to target all three levels: individual, collective and organizational
- Must be managed methodologically & with rigour



# ACTIVE CHANGE



- We have a choice about how we manage change:
- 1. We can engage actively and consciously
- 2. We can resist and respond reactively
- **ACTIVE CHANGE** – we choose the best action possible from various possibilities in conscious, participative steps
- **REACTIVE CHANGE** – no choice made, we react unconsciously – I had no choice!

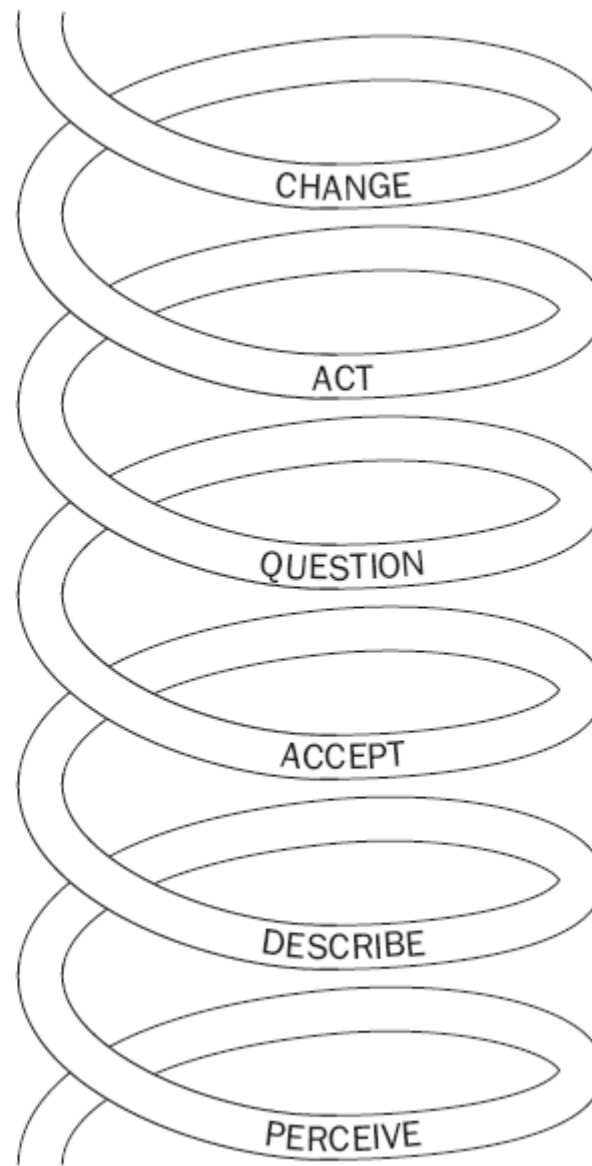


# ACTIVE CHANGE MODEL



- *Perceive:* We become aware of something—a situation, person, place, thing, sensation, and so forth.
- *Describe:* We describe what we have perceived fully, using words.
- *Accept:* We accept what we have perceived and described. We make peace with the fact that what we perceive does exist as it is—that regardless of how we feel about it, it is the way it is.
- *Question:* We become a seeker embarking on a quest to investigate all the aspects and possibilities of the situation that we can discover. We use questions as a tool to dig for treasure. Our questions bring answers.
- *Act:* We put the answers to use by doing something different.
- *Change:* When a new action is taken, we have a different experience. This is change. This gives us something new to Perceive, Describe, Accept, Question, and Act on, which brings Change. This process can take place over and over again.

**Figure 1.1. The Active Change Model**



# Satir Change Model

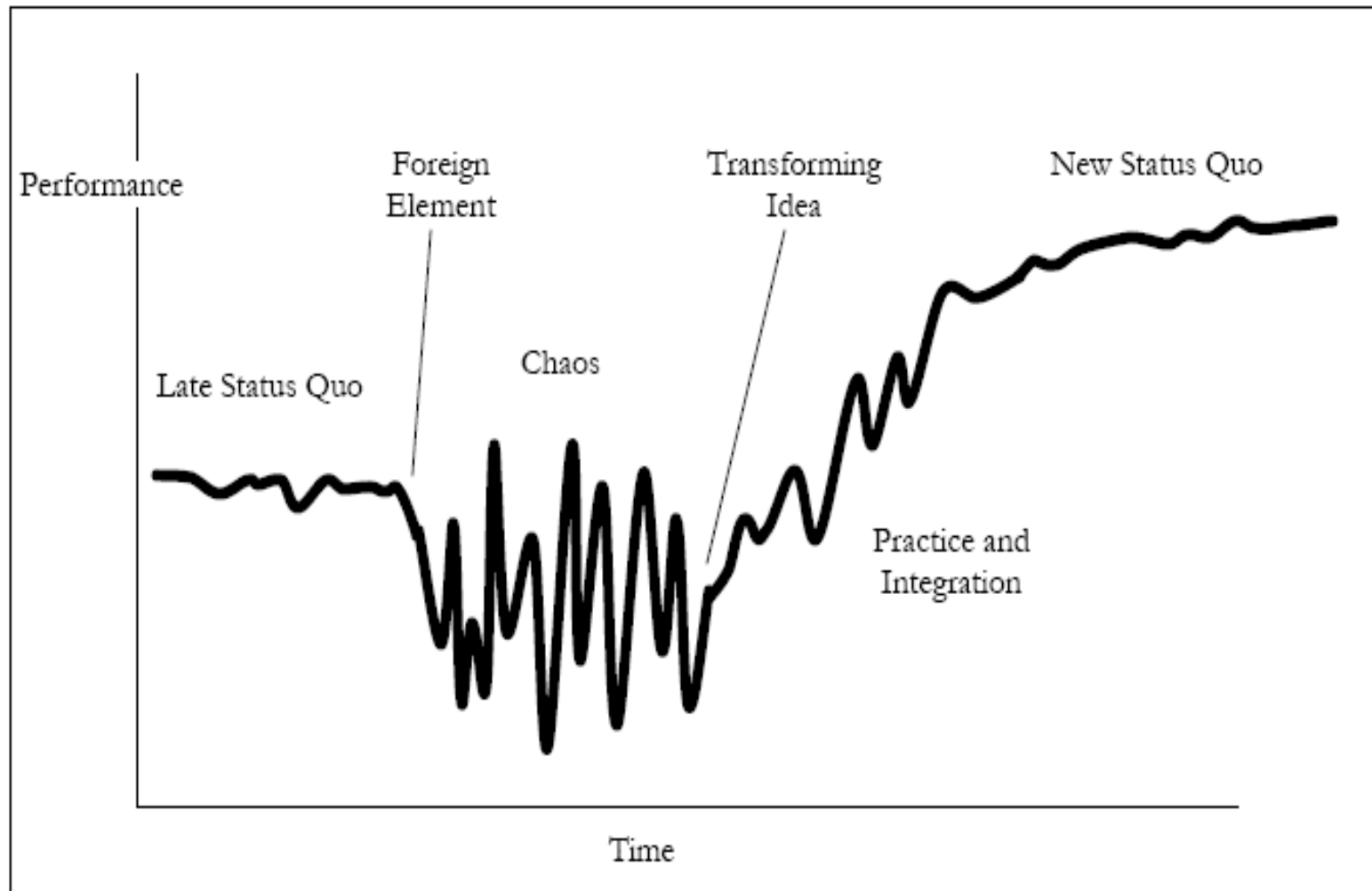


Figure 1. The Satir Change Model

# Change Effects



- The very culture of an organization needs to be reshaped to properly support the new processes
- Includes the structures, rewards, appraisal methods, and roles – all are affected
- Change is no longer sequential or occasional – it is now PERPETUAL!
- Org change is a process of mutual adaptation between leader style and behaviours, existing people, culture, and organizational design

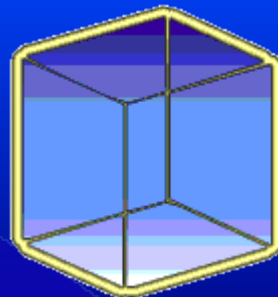


# Bainbridge Redesign Model

- DESIGN STAGE – determine requirements
- DEFINITION STAGE - specify & record design
- DEVELOPMENT STAGE – cultivate new capacities (education, training, restructuring)
- DISMANTLING STAGE – remove or convert the redundant parts of the organization
- DEPLOYMENT STAGE – new capabilities introduced, internally & externally

# Beyond the Change Model

Noer (1997) cautioned leaders to not rely too heavily on external tools for change. "The futile quest for an external, objective tool is a dysfunctional heritage of the old paradigm; the outgrowth of the erroneous attempt to graft the objectivity of the scientific method onto the subjective phenomena of the human spirit. It is a fundamental mismatch," (p. 15). According to Noer, the leader, as a person, is the most important tool for change. The leader's spirit, insight, wisdom, compassion, values, and learning skills are all important facets in the capabilities to lead others to embrace change and redesign.



# DEEP CHANGE



- Requires new ways of thinking and acting
- Willing to surrender control, take risks
- Must occur within the players as well as each level of an organization or society
- All must become empowered
- Once we experience deep change within ourselves, we can each bring deep change to the systems around us
- Flexibility is critical since change is perpetual



# 21<sup>st</sup> Century Change

- A change style reminiscent of that used by Martin Luther King or M. Gandhi are suggested: an **empowering self-modification strategy**
- Has a **moral-relational premise**
- People must feel both challenged and supported for feelings of empowerment to occur
- Leader must show internal discipline, vision, expectation and sensitivity = heroic

# Transformational Leaders



- Responsible for setting the context for change
- Must cultivate a culture and vision for change
- Envision, enable, and energize
- Must be able to counsel, teach, coach & reward
- Help habits, attitudes & values become congruent with the change vision and goals
- Uses a systematic change implementation process