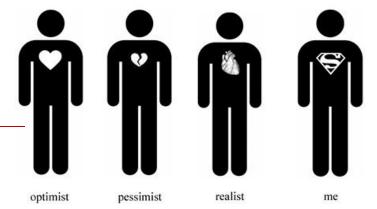
Initiating and managing changes

Adrian Furnham

Optimist or Pessimist



How many psychologists do you need to change a light-bulb? Just the one will do.....but the light-bulb needs to want to be changed

- CYNICAL PESSIMIST? What you see (in early adulthood) is what you get. People change very little over time. Accept it, live with it. That is the reality. Depressive realism?
- DITHERER? With the right help (coaching, therapy, training) and sufficient motivation people can be taught new skills and behaviours. But it takes effort, resources and often pain
- NAÏVE OPTIMIST: Personality, even abilities, can change if you adopt the right mindset and behaviour pattern. It is comparatively easy. Deluded optimism...but good for you. The nun's story...optimism and longevity

Plastic or Plaster

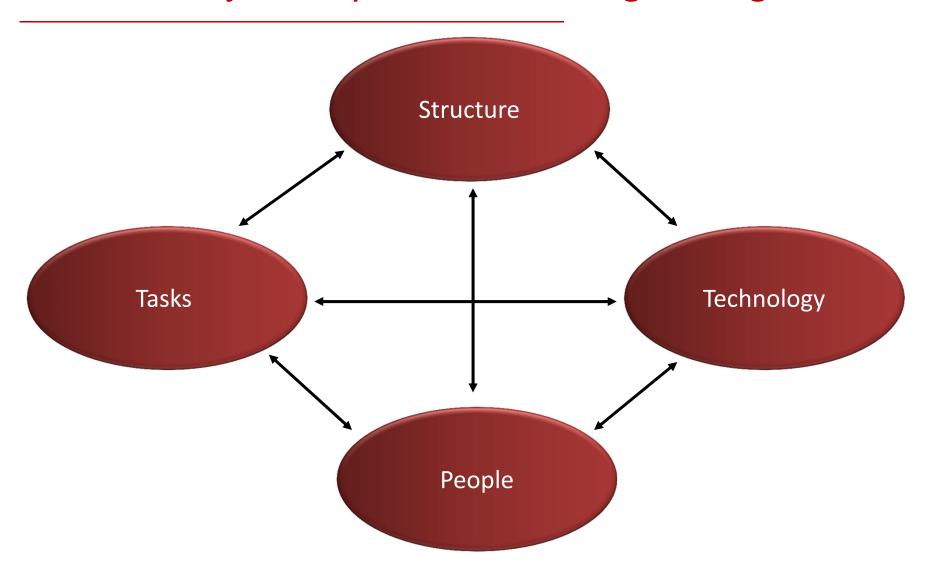
- James (1890/1960) hypotheses' on personality change:
 - Plasticity Hypothesis Personality is changeable, like plastic
 - Plaster Hypothesis Personality is enduring, like plaster
- Costa & McCrae (1994; 1997): first large, longitudinal studies find no meaningful changes in personality after the age of 30 years
- Plaster hypothesis widely accepted, but more recently the pendulum has moved to plasticity

Change on various levels

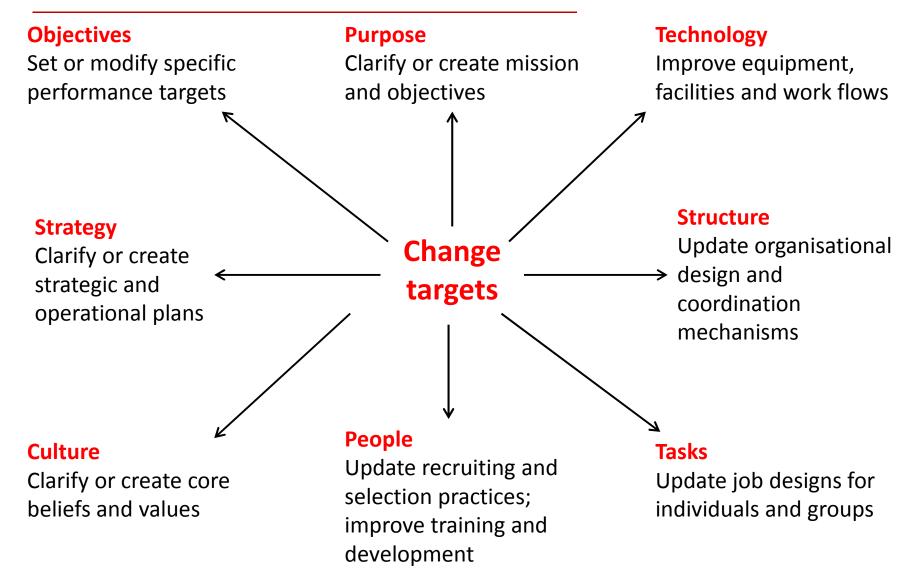


- To what extent, through specific interventions (training, therapy, coaching) can and do individuals change
- To what extent one can change group/team functioning
- What are the best methods to introduce and maintain adaptive & desired organisational change

The Four Major Entry Points for Change in Organisational



Business Psychologists also most interested! Organisational targets for planned change



People in Transition



1. Ending and Letting Go

 Stop identifying with the 'old organisation'-title, role, position & language.

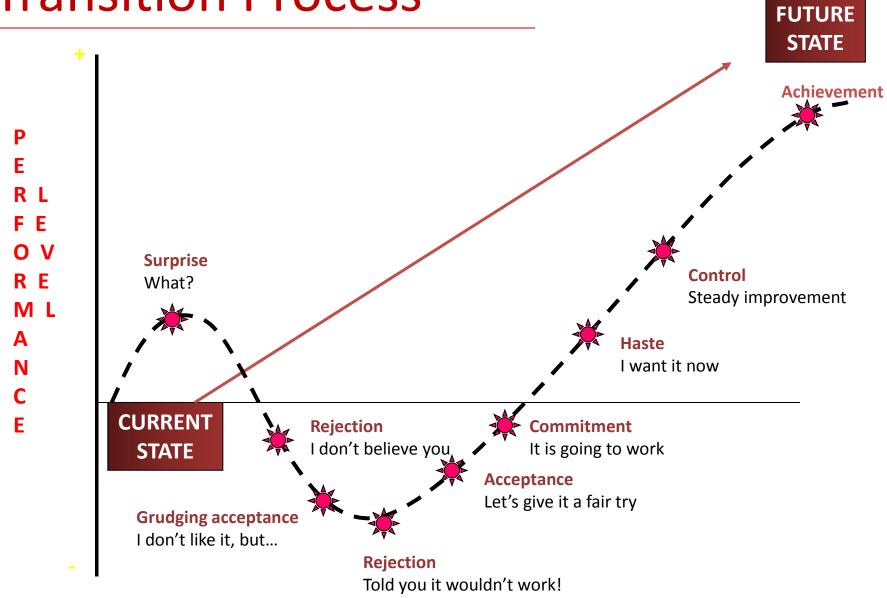
2. Experience the neutral zone

- Experience ambiguity, confusion, despair and meaninglessness

3. Make a new beginning

 Learn new skills, make new relationships, build a new vision

Transition Process



Phases of Planned Change

- 1. Development of a *need for change* (*unfreezing*)
- 2. Establishment of a change relationship between the change agent (consultant, usually external to the organisation or perhaps an internal organisational member who is championing and leading the change effort) and the client organisation
- 3. Working toward change (<u>moving</u>)
- 4. Generalisation and stabilisation of change (*refreezing*)
- 5. Achieving a termination in the relationships, that is, ending the "change contract" between the consultant-change agent and the client organisations

To improve is to change; to be perfect is to change often.

Winston Churchill

- How effectively do companies adapt to change?
- Why do change efforts usually fail?
- How can companies improve their changing ability?



Kotter's 8-Step Model

1: Create Sense of Urgency



- Present change as needed
- ≠ Complacency: Failing to read the signs that change is necessary
 False Urgency: Working hard but overlooking the primary goal

How to: Think thoroughly whether the change is possibleCreate a rationale that appeals to the heart of the teamConnect it to the company's values

Inspire using imaginative messages

2: Form the appropriate Team

- Teams are more effective than individuals
- Team members must share trust and objectives

How to: Identify true leaders and place them in the team
Watch out for any weaknesses of the team
Choose representatives from different departments
and levels within the company

Have enough people so opposing sides cannot influence progress

3: Develop a Vision

- Simplifies
- Motivates
- Coordinates

How to: Easily explains the aims (communicable)

Provides a clear picture of the future (imaginable)

Contains realistic and attainable goals (feasible)

Offers clear guidance (focused)

Allows space for initiative and modification (flexible)

Appeals to the long-term benefits of those involved (desirable)



4:Communicate the Vision

- In order to get people to commit, they first need to understand the vision
- The vision must be constantly communicated through various means

How to: Keep it simple and short

Use imagery and figurative speech

Repeat it as frequently as possible

Invite people to communicate it themselves

Take actions and let them speak for themselves

5: Remove Obstacles

- People, structures or processes etc.
- Resisting forces will prevent change therefore need to be dealt with



Those in favour of change must be unleashed to do their best

How to: Identify the source of resistance

Try to persuade them on the benefits of the change
Change the resisting supervisors

Take quick action towards eliminating barriers

6: Create Short-Term Wins

- Nothing motivates more than actual positive results
- To provide evidence for progress, create and accomplish short-term targets that can be made visible to the staff
- That way, negative critique is avoided

How to: Choose and implement projects that are sure to succeed without the help of the opposing side

These projects should not be expensive so that investment in each goal is justified

Reflect upon the chosen sure-fire projects because if they fail it can hurt the ultimate goal

Involve people and reward them

7: Elaborating on Change

- Do not declare victory too early
- Build on the newly-made change by adding projects
- Make sure the change has been rooted in all aspects of the company
- Leaders must continue supporting the change

How to: Analyse the strong and weak areas of each win Keep the momentum by adding goals
Involve more people every time
Improve continuously (the idea of "kaizen")

8: Establish the Change in the Company's Culture

- Change must be rooted in the values of the company
- Daily practices should embrace the change
- Success must be communicated

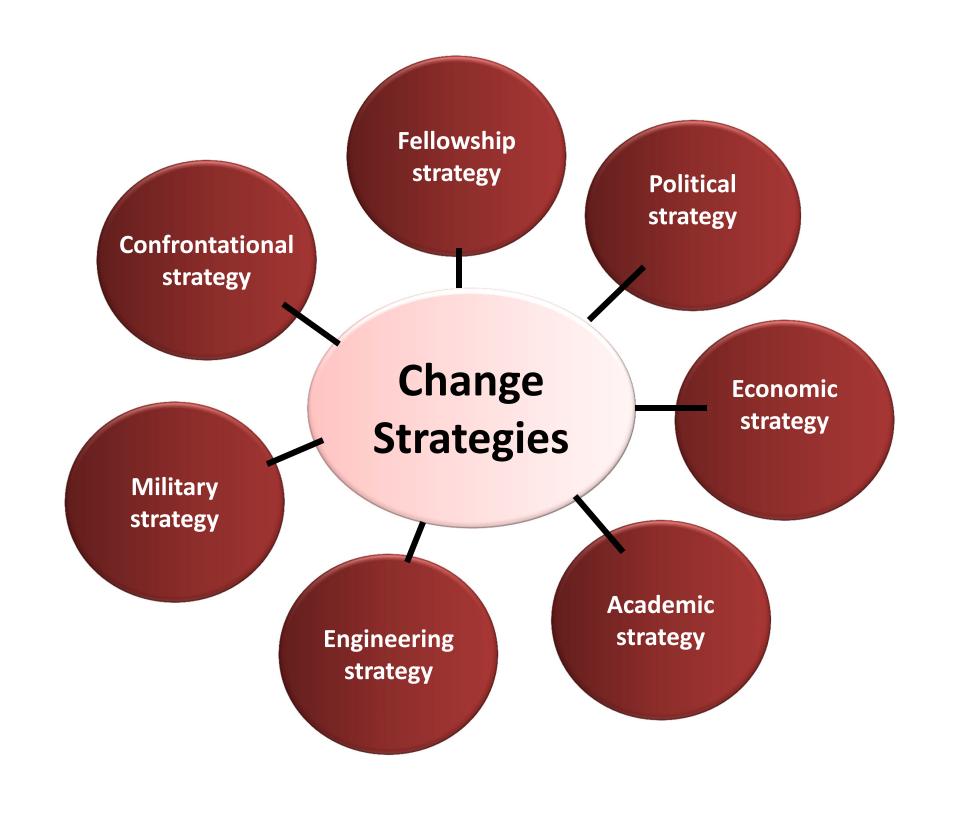


How to: Mention the progress at every chance

Tell the success story of the change to new members when hiring them

Publicly praise those who helped in successfully implementing the change

Plan on replacing those people when they move on



The prelaunch phase:

- Leader self-examination
- Gathering information from the external environment
- Establishing a need for change
- Providing clarity regarding vision and direction

• The launch phase:

- Communication of the need for change
- Initiating key activities
- Dealing with resistance

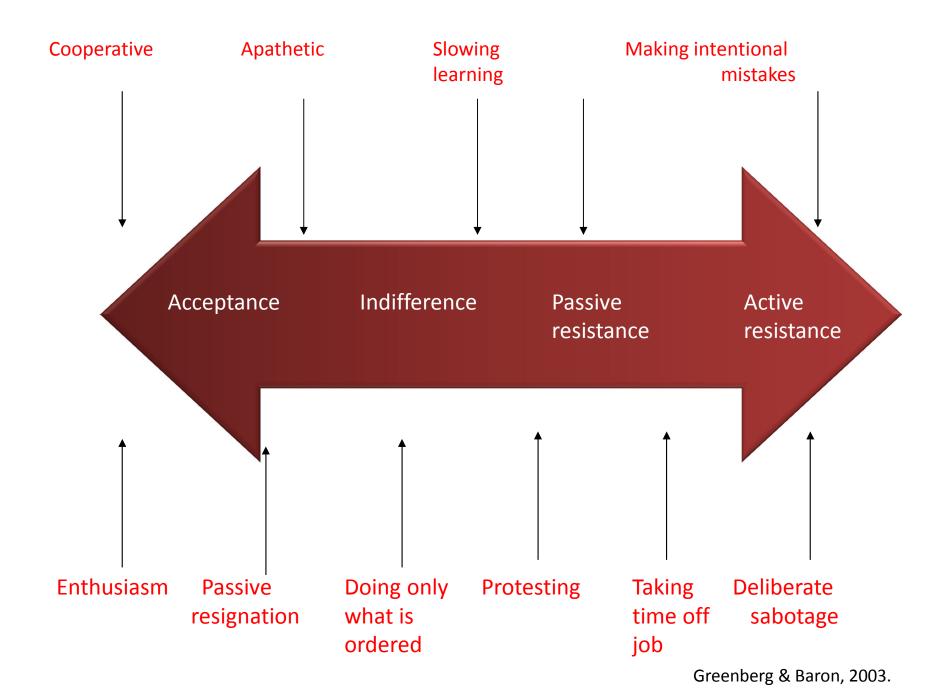
Post-launch phase of further implementation:

- Multiple leverage
- Taking the heat
- Consistency
- Repeating the message

Sustaining the change:

- Dealing with unanticipated consequences
- Momentum
- Choosing successors
- Launching yet again new initiatives





Group Responses to Organisational Change

- <u>Fight back</u> mustering every fact, guilt-inducing behaviour and rationale to survive.
- Close Ranks; circle the wagons. Resist divide and conquer.
- <u>Change allegiances</u> or ownership. Stay together by being spun off into a separate unit.
- Demand <u>new leadership</u>.



Why We Might Consider Focusing On Strengths



"To achieve results, one has to use all the available strengths...These strengths are the true opportunities. The unique purpose of organization is to make strength productive."

Peter Drucker

The Effective Executive (1967)

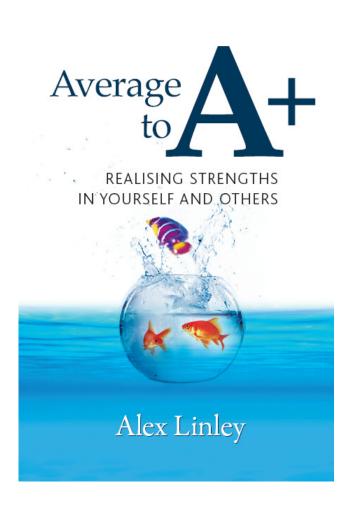
Why Don't We Focus On Strengths?



"A spoonful of tar can ruin a barrel full of honey...but a spoonful of honey does nothing for a barrel full of tar"

- Negativity bias
- Weaknesses undermine everything else
- Misconceptions about strengths overplayed
- Reluctance to take strengths messages on board
- The traditional dominance of competency approaches

Strengths Definition



"A strength is a pre-existing capacity for a particular way of behaving, thinking, or feeling that is authentic and energising to the user, and enables optimal functioning, development and performance"

(Linley, 2008)

Strengths And Teams

- High performing teams:
 - call on their strengths more than 75% of the time;
 - 50% more likely to have lower turnover;
 - 44% more likely to achieve higher customer satisfaction scores;
 - 38% more likely to work in more productive teams.
- Giving people an opportunity to work on their strengths increases performance by up to 30%

Benefits Of Strengths Use

Improved Retention Turnover halved when strengths introduced



Diversity More diverse employee population

Improved people performance

Quality Improvements

More Positive Emotion People using strengths are happier



Strengths approach increases energy, engagement and innovation



STRENGTHS

Optimal Functioning

Development

Performance

Authentic

Energising

Pre-existing

Capacity

- Behaving
- Thinking
- •Feeling

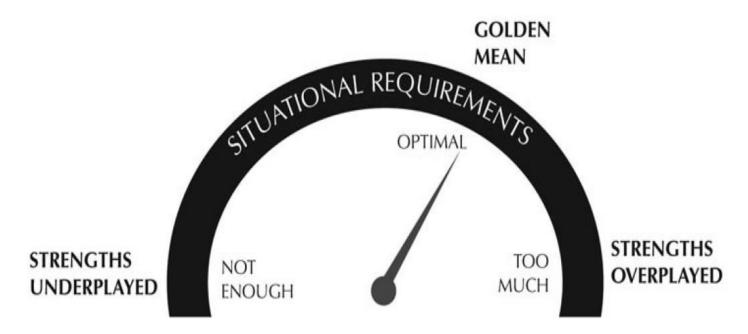
Strengths Overused

- Sometimes we overuse strengths because:
- A) we do not recognise the context or situation has changed or;
- B) the strength is the "only thing we know."



The Golden Mean Of Strengths Use

- Avoid the "more is better approach."
- Remember "the right strength, to the right amount, in the right way, at the right time" the golden mean of strengths use.



Realising Strengths

Realised Strengths Unrealised Strengths

Exposed Weaknesses

Unexposed Weaknesses