



ECSU Student Center and Student Activities Office *Co-curricular education for student organizational leadership*

ANALYSIS OF CHANGE

Change the world? Change the city? Change the campus? Change your organization? Change your wardrobe?! All of the above may seem like monumental projects. Taking the time to learn the components of change may just help you meet your objectives one step at a time! Following is an exercise that will take you through the steps of change.

- ◆ Briefly describe a change you would like to see initiated in your organization or on your campus.

The next two steps involve identifying the challenges you will face in implementing your change.

- ◆ What are the forces which could help you make that change?
- ◆ What are the forces blocking the change you desire?

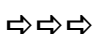
After you've identified the hurdles and assistance, you need to develop an action plan based on your new knowledge.

- ◆ What alternative strategies could you follow to increase the strength of these forces?
- ◆ What strategies can you follow to decrease the strength of these hurdles?

16 WAYS TO REDUCE RESISTANCE TO CHANGE

In your quest for change, you will also want to keep in mind the following guidelines to reduce resistance to change:

1. Be prompt. Announce an impending change as quickly as possible. Don't give the rumor mill a chance to grind out stories that aren't true but are hard to deny.
2. Explain the reasons. Tell members why the change is important and how it affects them. Will it help do more work better and faster? Why is it better than the old way? Will it help the organization and members prosper? If you distort the reasons, members will be doubly antagonistic when they learn the truth.
3. Explain what change means to the individual. Try to let each member know how the change will affect his/her particular job. Explain the benefits and pledge to protect your people against losses.
4. Ask for advice. Many experts overlook the good first-hand experience they can get from people who do the jobs. Your members can often point out the real pitfalls in a plan that looks perfect on paper.
5. Invite participation. Get your members into the act whenever you can. Here's a good example: In a company that needed new dictation transcribing equipment, secretaries and managers were asked to help pick the best kind. The new equipment went in without a bit of opposition.
6. Don't change for the sake of change. Some leaders try to prove their own worth by making frequent shake-ups in routines. Members know this and resist every change, even the worthwhile ones.



7. Avoid trivial changes. It might be handier to move a file cabinet, but if it causes a fight, why bother? Save your energy for more important changes.
8. Avoid surprises. Lay the groundwork carefully. Discuss the problems caused by the old method and then suggest, "Let's try it this way and see how it works."
9. Be careful of status. Every group has status symbols that are zealously sought and jealously guarded. Don't let a change build one member's status at the expense of another's.
10. Keep out of ruts. A good way to pave the way for progress is to have members alternate duties as much as possible. A planned program of job movement won't let people become firmly entrenched in private little procedures. Two extra benefits: it cuts down boredom and makes your work force more flexible.
11. Avoid chain reactions. Don't unsettle your members by springing a batch of changes, one right after the other. Try to space them out or make one big change.
12. Sweeten one change with another. If you've got to make a change that won't be popular, try adding some benefits to make it more palatable.
13. Don't accuse members of resisting change. It may be true, but most people don't realize it or won't admit it. You'll only force them to try all the harder to prove that a new method won't work.
14. Allow plenty of time. Don't expect any new procedure, ideas, equipment, or layout to be an instant success. It takes plenty of time for people to adjust.
15. Watch for red flares. Watch for hard-core resistance signals that something is wrong. When you face it, don't try to bulldoze the change through. Find out why people don't like the change, and work from that point to soothe their fears or even to give a second thought to the proposed change.
16. Don't be afraid to say "forget it." If a change really isn't any good--and some of them aren't--why not call the whole thing off? You don't gain a thing by forcing your members to adjust to something they know isn't necessary.

Some changes may be more formidable than others; however, all effectively follow the same process. Good luck in your efforts

REFERENCE

Adapted from: St. Norbert College, Department of Leadership, Service & Involvement

*Additional resource handouts are available as well as consultation services.
For more information, contact the Student Activities Office in the Student Center at 465-4450.*