

# Dealing With Change

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ALABAMA ASSOCIATION OF SCHOOL BUSINESS  
OFFICIALS



Name: \_\_\_\_\_

Date: \_\_\_\_\_



## ***Objectives***

In this class I will:

- Understand Change
- Uncover the External Forces of Change
- Identify Major Obstacles to Change
- Discover Why Change Fails



# Understanding Change

**He who rejects change is the architect of decay. The only human institution which rejects progress is the cemetery. ~Harold Wilson**

## Introduction

Change is Difficult when you are

\_\_\_\_\_.

## Change Words

List as many words and phrases you think of when dealing with change

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# Uncover the External Forces of Change

## External Forces

The Main External Forces of Change are:

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

How much control do you have over these forces?

\_\_\_\_\_

## Identify Major Obstacles to Change

### Why is it Hard for Change to Last?

\_\_\_\_\_ % of all Change Initiatives Fail

- John Kotter

\_\_\_\_\_



### Major Challenges During Organizational Changes

According to the latest SHRM Change Management Survey Report, the 2 major challenges during Organizational Changes are:

|       | <u>Global</u> | <u>Govt.</u> |
|-------|---------------|--------------|
| _____ | _____ %       | _____ %      |
| _____ | _____ %       | _____ %      |

### Key Driver in Change

|                  |           |       |
|------------------|-----------|-------|
| <b>F</b> = _____ |           | _____ |
| <b>E</b> = _____ |           | _____ |
| <b>A</b> = _____ | <b>OR</b> | _____ |
| <b>R</b> = _____ |           | _____ |



# Danger Zone

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

5. \_\_\_\_\_

6. \_\_\_\_\_



## Change Resistors

Some of the Major Resistors to change are:

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

## Attitudes Towards Change

As a table team, talk about the following 5 statements and decide if you AGREE or DISAGREE with each one

1. Most employees don't like change.

\_\_\_\_\_

2. The best way to implement change is to get it over with all at once.

\_\_\_\_\_

3. Asking employees to participate in the change process is likely to reduce their opposition to change.

\_\_\_\_\_

4. Most supervisors underestimate the amount of time needed to implement a change.

\_\_\_\_\_

5. When changes are mandated by management, supervisors should wait until they have all the facts before talking to employees.

\_\_\_\_\_

\_\_\_\_\_



## What to do About Change

\_\_\_\_\_ is Power

But, \_\_\_\_\_ are Critical

Resistance to Change Should be Based on:

- \_\_\_\_\_; not \_\_\_\_\_
- \_\_\_\_\_; not \_\_\_\_\_
- Your \_\_\_\_\_ of \_\_\_\_\_
- The \_\_\_\_\_



# Debate Why Change Fails

## Change Scenarios

### Scenario A:

You are all long term employees of the department. A new Supervisor has come in and decided to make changes to the entire computer system. Everyone knows the current system is not good for the long term success of the department because of all the errors it produces. Your new supervisor holds “focus groups” to discuss the roll out of the project. During all of these meetings, your supervisor shares his vision with the whole team, the objectives and responsibilities you will have, and states “I expect this to happen by the end of the month” and walks out. Needless to say, this doesn’t happen. Why did this change initiative fail?

### Scenario B:

You are employees of the Library. For the last 3 months, everything has been going great. Library visits are up, income is up, and you have gotten 3 brand new donors that will allow you to update all the existing books on your shelves. The senior management team calls a library wide meeting to discuss some new initiatives. You think that they are going to talk about what we are going to do with all the new money the library has received. Instead it is a short talk about changes they are going to make to the way you will conduct business. They say, “Starting today, we are getting rid of all hard copy books and moving strictly to e-books. In addition, your primary job duties will not be to catalog books and assist people with book choices. Instead it will be to teach them about the new e-book checkout system.” One senior team member leaves. In one month time, no books have been taken off the shelf and no one has adopted the change. Why did this change initiative fail?

**Scenario C:**

You work for the police department. For the past few months, all the chiefs have been working on some new initiatives to help curb youth crimes. Since all the ideas they generated were sound in theory, they rolled them all out at once for all the different stations. These initiatives include stricter enforcing of teen curfews, weekly officer talks at local high schools, police sponsored youth sports league, partnership with fire department on weekend youth cookout events, mandatory officer participation in non-profit events, and others that will create more responsibilities that haven't been planned for. These are all new programs that have never been attempted in one station, much less all of them. In one month time, only half of them have been attempted and youth crime has gone up. If these ideas were good, why did the change initiative fail?

**Scenario D:**

Your department is being restructured. Half of your co-workers are being absorbed by another group leaving you with half of the staff that you previously had. Not to mention that you now have a new supervisor that has never worked in either government, your work area, or supervised people before. Your last supervisor retired, but for the last 5 years was on cruise control till retirement and therefore did not encourage cross-training. The new supervisor is implementing changes to make the systems we do more streamlined and efficient. You have been doing things her way for the last 3 months but you have struggled the whole time and notice little to no difference in the output. You quit doing things that way and go back to the old way. All your coworkers have done the same. Why did the change initiative fail?

**Scenario E:**

You are a new supervisor. You have been in this department for the last 10 years so you know how things work around the place. You were great friends with all your coworkers, who have been there as long as or longer than you, but now you are in charge. You also know where and how things can be improved. You decide your first step as a supervisor is to start to implement these changes. You present the ideas to everyone and they all agree the changes are great. Other people bring up other ideas, but you have worked in this department and know your ideas are best. You assign out tasks to individuals with due dates and milestones. After a few weeks, nothing you talked about has happened. You call the team together and to gauge the progress. Everyone nods their head when asked if this was important. Two more weeks go by and still nothing happens. You go and ask one of your old friends about what is going on and he tells you, "You know how things go around here..." Why did the change initiative fail?



For your group's assigned scenario, write down as many reasons why you think that the change initiative failed.

Scenario \_\_\_\_\_

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

Write down 2 suggestions as to how to help make the change happen.

- 1.
- 2.