

Change Management-The People Side

Dr. Hamid Rafiq Khattak

We humans!

- Humans are essentially emotional beings
- Their responses always have emotional side to it
- Emotions are difficult to understand and therefore difficult to handle
- Manage the emotions well and you would have handled the person well

Change and People...together for ever!

- Change is the only constant...and people are subject to change;

But

Different people perceive change differently
and thus behave /respond “emotionally”
differently

Organizations, People and Change

- Organizations are managed by people and still they do not know the “people” who work for/with them... **SO GENERALLY PEOPLE DO NOT KNOW PEOPLE**
- Worst still people do not know themselves either.

Do you know yourselves?

- Response 1-Yes : up to 10 %
- Response 2-Yes ...partially : up to 25%
- Response 3-No: up to 50%
- Response 4-Depends...on situation etc:
up to 15%

Know thyself

- **Question:** If we do not know ourselves “totally” or “fully” and we do not know our people then how do we know how we/they would respond to change?
- **Answer:** We do not know...

... **Whereas**, how people... in particular significant ones respond to change is a decisive factor in the success or failure of Change!

CHANGE MANAGEMENT STRATEGIES: WHAT ARE YOU LIKE?

- Different people use different strategies for managing change and the conflict associated with it. These strategies are a manifestation of what we have **learned** usually in childhood, and seem to function automatically.
- Usually we are not aware of how we **re/act** in change situations. We do whatever seems to come naturally. But we do have a personal strategy; and because it was learned, we can always change it by **un-learning** and learning new and more effective ways of managing change.

Failure vs Success of Change Process

- The difference between success and failure of a change process is dependent on the knowledge about people i.e., the stake holders.
- In other words who is implementing (Person...group of persons i.e. agents of change) and the others who would be affected by the change.

People have two major concerns ...regarding change

1. **Achieving their personal goals** - they are in conflict because they have a goal that conflicts with another's goal. Their goal may be highly important to them, or it may be of little importance.
2. **Keeping good relationship with the other person** - they may need to be able to interact effectively with the other person in the present and in the future. Their relationship may be very important to them, or it may be of little importance.

*From these two concerns it is possible to identify five styles of change management **

1-The Turtle (WITHDRAWING)

- Turtles withdraw into their shells to avoid change and the conflicts associated with it.
- They give up their personal goals and relationships.
- They stay away from the issues and persons associated with change.
- Turtles believe it is hopeless to try and resolve conflicts associated with change.
- They feel helpless. They believe it is easier to withdraw (physically and psychologically) rather than facing the situation.

2- The Shark (FORCING)

- Sharks try to overpower opponents by forcing them to accept their solutions to the change.
- Their goals are highly important to them and relationships of minor importance. They seek to achieve their goals at all costs.
- They are not concerned with the needs of others. They do not care if others like or accept them.
- Sharks assume that change is always about conflicts and therefore are either won or lost and they want to be the winner. This gives them a sense of pride and achievement. Whereas, losing gives them a sense of weakness, inadequacy and failure.

3- The Teddy Bear (SMOOTHING)

- To teddy bears the relationship is of great importance while their own goals are of little importance.
- Teddies want to be accepted and liked by other people. They think that change and the conflicts thereof should be avoided in favour of harmony and that change cannot be discussed or implemented without damaging relationships.
- They are afraid that if a conflict continues, someone will get hurt and that could destroy the relationship. They give up their goals to preserve the relationship. They like to smooth things over.

4- The Fox (COMPROMISING)

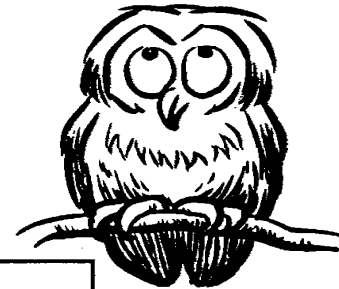
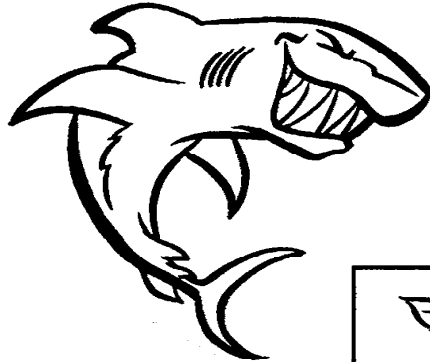
- Foxes are moderately concerned with their own goals and their relationships with others.
- They give up part of their own goals and persuade others in a change related conflict situation to give up part of theirs. They seek a solution in which both sides gain something - the middle ground between two extreme positions.
- They compromise and make others compromise too ... they will give up a part of their goal and relationship in order to find agreement for the common good by getting the same response generated by others.

5- The Owl (CONFRONTING ...Collaborating)

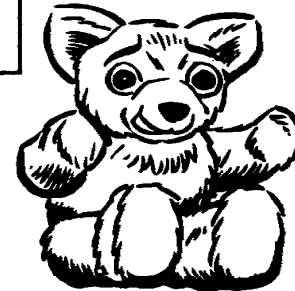
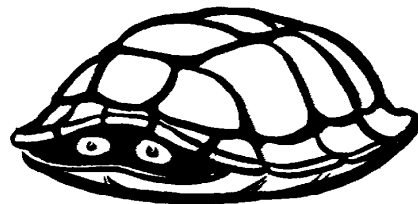
- Owls highly value their own goals and relationships. They view change and conflicts associated with it as problems to be solved and seek a solution that achieves both their own and the other person's goals.
- Owls see conflicts as a means of improving relationships by reducing tension between two people. They try to confront so as to begin a discussion that identifies change as a problem to be solved. By seeking solutions that satisfy everyone, owls maintain the relationship.
- They are not happy until a solution is found that both satisfies everyone's goals and resolves the tensions and negative feelings that may have been present.

What are you like during Change?

High
Importance



Goals

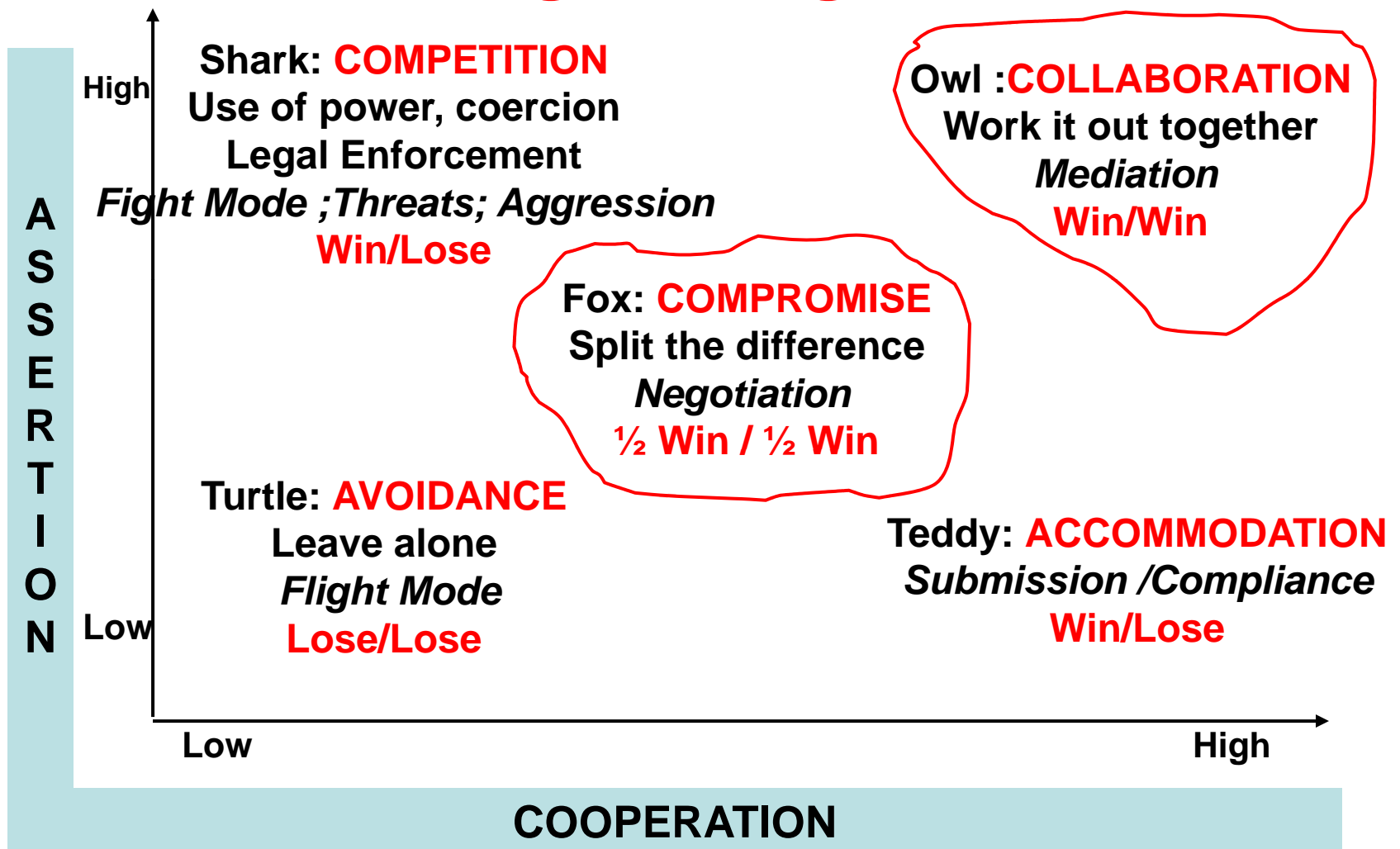


Low
Importance

Relationships

High Importance

Know your team ...their style and Manage Change...



Using the analogy...

- You will have by now known your own change handling style.
- People with these symbolic characteristics are in your organization and knowing them is what matters the most so that you know who would do what in a change situation and how to handle them besides assigning them what to do ...for successfully managing change.

That is it friends ...

- Know yourself and be the change you want....
- Handle the people side and you would have managed Change...successfully!



Thanks and Blessings