



Managing Change

We're making some changes!

That's a big statement that causes four different responses.

First response (by **Innovators**) – “We thought of this, have done our homework and it will work and is necessary – therefore everyone will see the point and get involved.”

Second response (by **Early Adopters**) - “We like the idea, let's go.”

Third response (by **Waiters**) – “Let's see how it pans out, then maybe.”

Fourth response (by **Stayers**) – “We see no reason to change – no!”

The change gets rolled out, stalls, then fades, soon nothing has changed much at all. Some people have left; others are confused, angry and frustrated.

The board (and/or senior management) decide to enforce the changes needed. The outcome is usually more resistance, more departures, and downward spiralling morale, efficiency, productivity and profits.

This is the unfortunate pattern of most organizational change attempts.

The cause of failure is not the changes.

The cause is all about insufficient understanding, inclusive preparation, communication and practice.

Because we humans have ‘at the eleventh hour’ or ‘just in time’ built into our DNA, changes are usually made in that urgent fashion, and are usually rushed.

Boards and senior management in today's turbulent world are mainly reactive, exacerbating the timeline pressure to design and implement change. This helps to keep the change failure rate high.

What's the solution?

Let's assume that the desired changes are necessary and have been carefully considered by the **Innovators**.

Now what?

1. **Understanding** – that there are different responses to changes, subject to the **Attitudinal Competence** of the people in the organization. For an organization to adapt to necessary change, it is essential that the key change people (**Innovators and Early Adopters**) and the silent majority (**Waiters and Stayers**), all have sufficient Attitudinal Competence – which is the ability to adopt the best attitude for whatever is prevailing. Attitudinal Competence is an easily learnable skill and will help the organization and its people to adapt both corporately and personally.
Attitudinal Competence is the prime requisite for adaptability.
2. **Inclusive Preparation** – Too often changes are designed and attempted to be implemented without the inclusion of those who are the ‘doers’. Whenever the organization has the courage and commitment to include the bulk of the people in the design of the changes, the implementation works better.
3. **Communication** – Just because the changes are explained by the advocates, it doesn't mean the others ‘get it’. Telling doesn't guarantee understanding and acceptance. Communication must be understood and accepted – a prime responsibility of a unified leadership and management.
4. **Practice** – Learning to walk takes a thousand failed steps before the first successful attempt. Learning to ride a bicycle is easier. Learning new behaviours, processes and systems requires practice, with errors along the way. Leaders and managers, who know how to coach, get better results.

If you are responsible for designing and implementing change, you need to know how to deal with the four change personalities, through ensuring Attitudinal Competence, ensuring inclusive preparation, ensuring effective communication and sufficient coached practice. ***Then you'll achieve successful timely change.***

If you want access to the global leader in Attitudinal Competence and a successful facilitator of, and executive coach for significant change, contact [David Deane-Spread](http://DavidDeane-Spread.com) for an obligation free conversation.

Please take the time to read this [reference](#) given by a CEO whose expectations were exceeded.