



Psychology of Change

Cindy Blackwell, Improvement Advisor



What we'll cover in this session

- Common reactions to change, and why we react in this way
- Tools and tips for leading people through change
- Change readiness: A self and team assessment

Activity

Think back on the **worst** change you've experienced.

What was it about this experience that stands out?

Individually post-it note the characteristics of this change effort and then pair up to discuss these and what it meant for you.

Change is messy

Success



what people think
it looks like

Success



what it really
looks like

Embrace the mess!

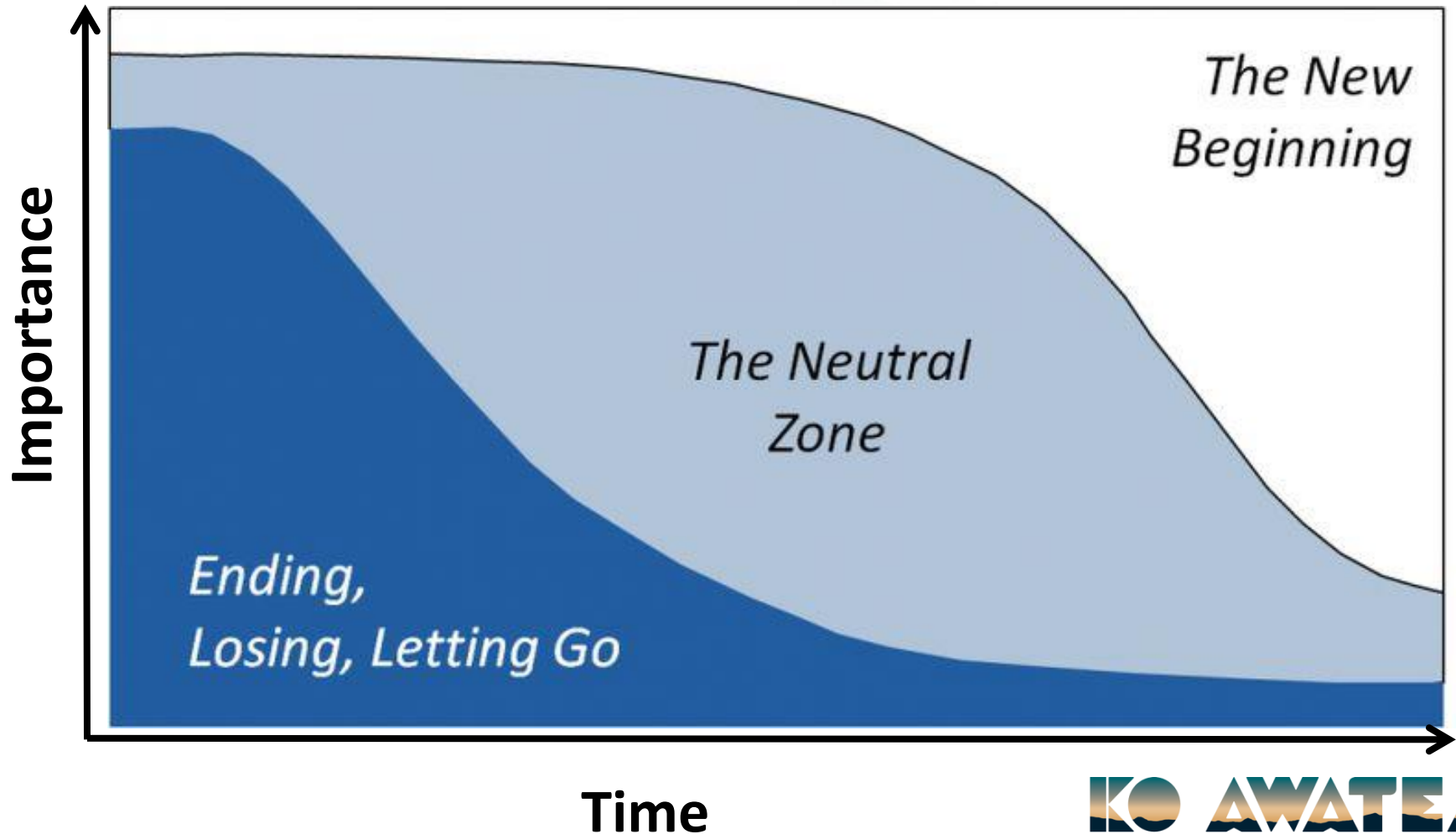
Change is an **emotional** business.

The failure to address the human impacts of change is at the root of most failed change initiatives.

It is not enough just to 'manage' change; people need to be **led** through change.

Why is change so emotional?

William Bridges' Model of Transition



Common reactions to change



Commitment: the state of being bound emotionally or intellectually to a course of action

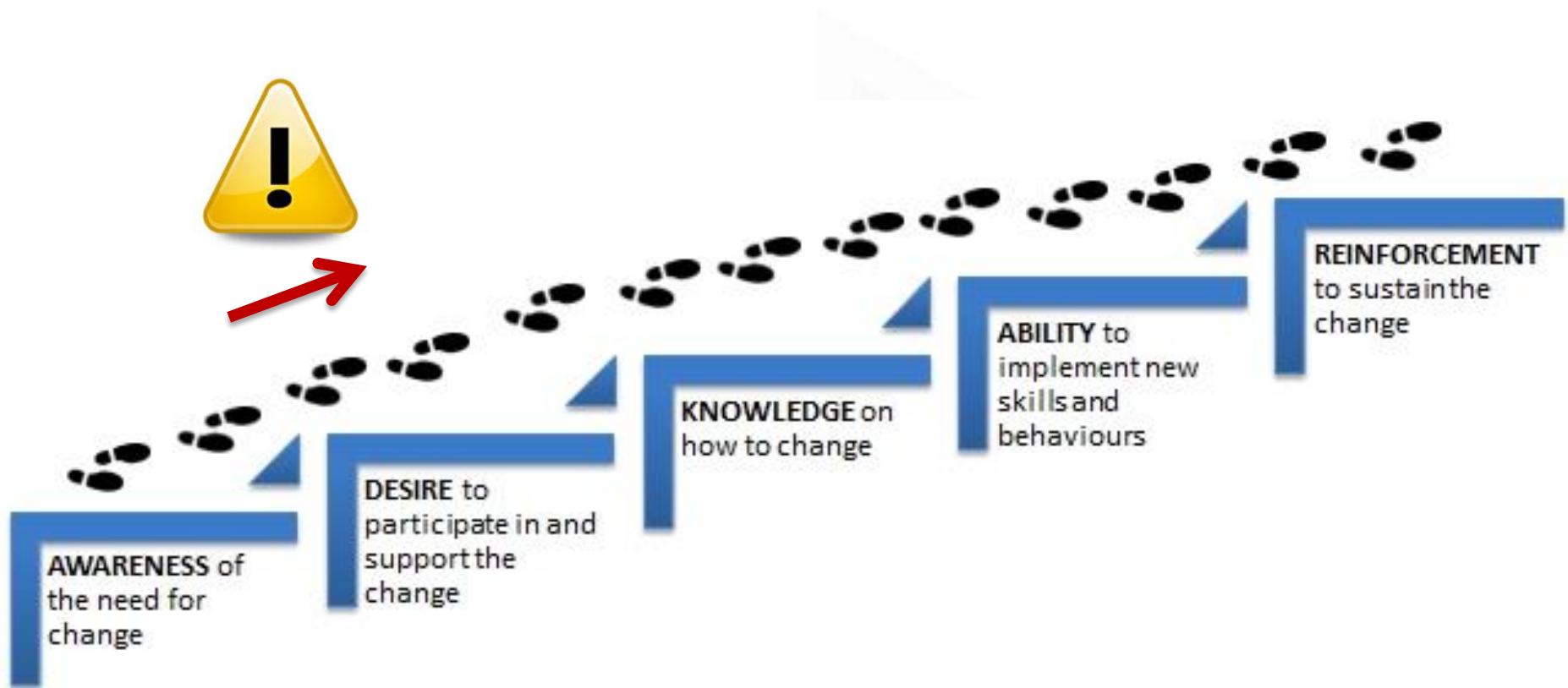
Conformance: a change in behavior or belief as a result of real or imagined group pressure

Compliance: publicly acting in accord with social pressure while privately disagreeing

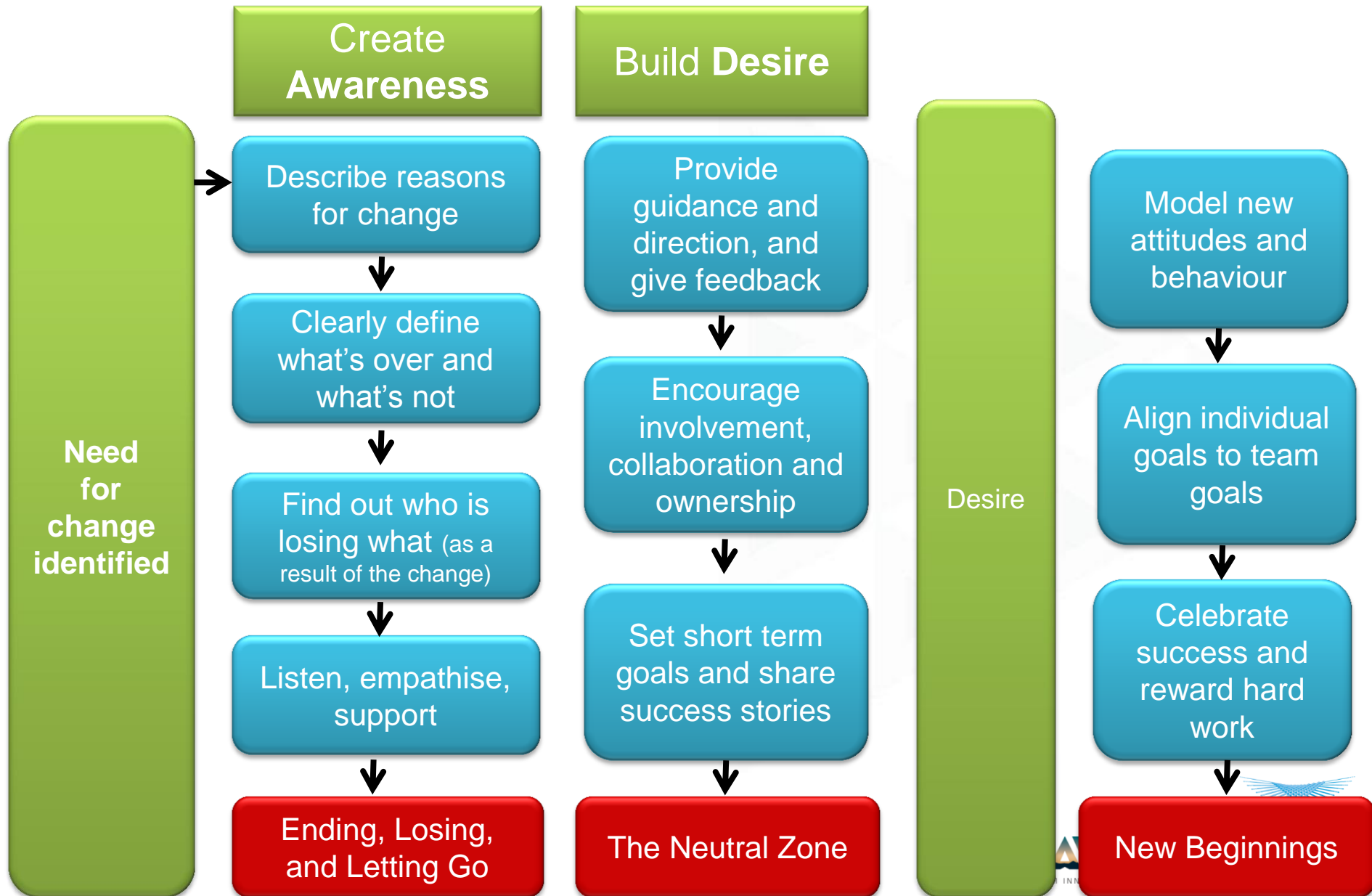
Apathy: feeling or showing little or no interest

Resistance: an emotional or behavioral response to real or imagined threats to the work routine

ADKAR Change Management Model



Bridging the gap between Awareness and Desire



Activity: Change Readiness Assessment

Think of a **specific change** that your team is, or will be, asking others to make.

With this change in mind, complete the first two stages of the assessment worksheet:

Awareness

- List the reasons you believe this change is necessary. To what degree do people impacted understand these reasons for change? What can you do to increase awareness?

Desire

- List the factors or consequences (good and bad) related to this change that affects your and others' *desire* to make the change. To what degree do others desire this change?

Tips for turning resistance into commitment

- Give time and space for people to express fears and anxieties. Not doing so leads to surface compliance (at best) rather than deep commitment.
- Empathise with feelings of anxiety - don't expect to eliminate these all together.
- Value past practices as appropriate to past needs and circumstances. Changes are needed in response to current and future needs.
- Listen to rational objections and be prepared to address them – **take them into consideration when planning small tests of change and incorporate any predictions of 'why it won't work' into your PDSAs!**
- Find out what's important to the 'resistor' and link the change to their values and motivations.

Reflection and discussion

1. What's one thing you will do differently as a result of your reflection during this session?
2. What is your next step relating to change management in your project?