

The evidence for positive change management



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Today

- The current context
- Change and wellbeing – the person and the organisational system
- What does the research tell us?
 - About categories of change
 - Key models of emergent change
 - Individual differences
 - The importance diagnosis
 - Efficacy of strategies
 - Change sustainability
 - The role of leaders and line managers
 - Job crafting and change
- What to do?

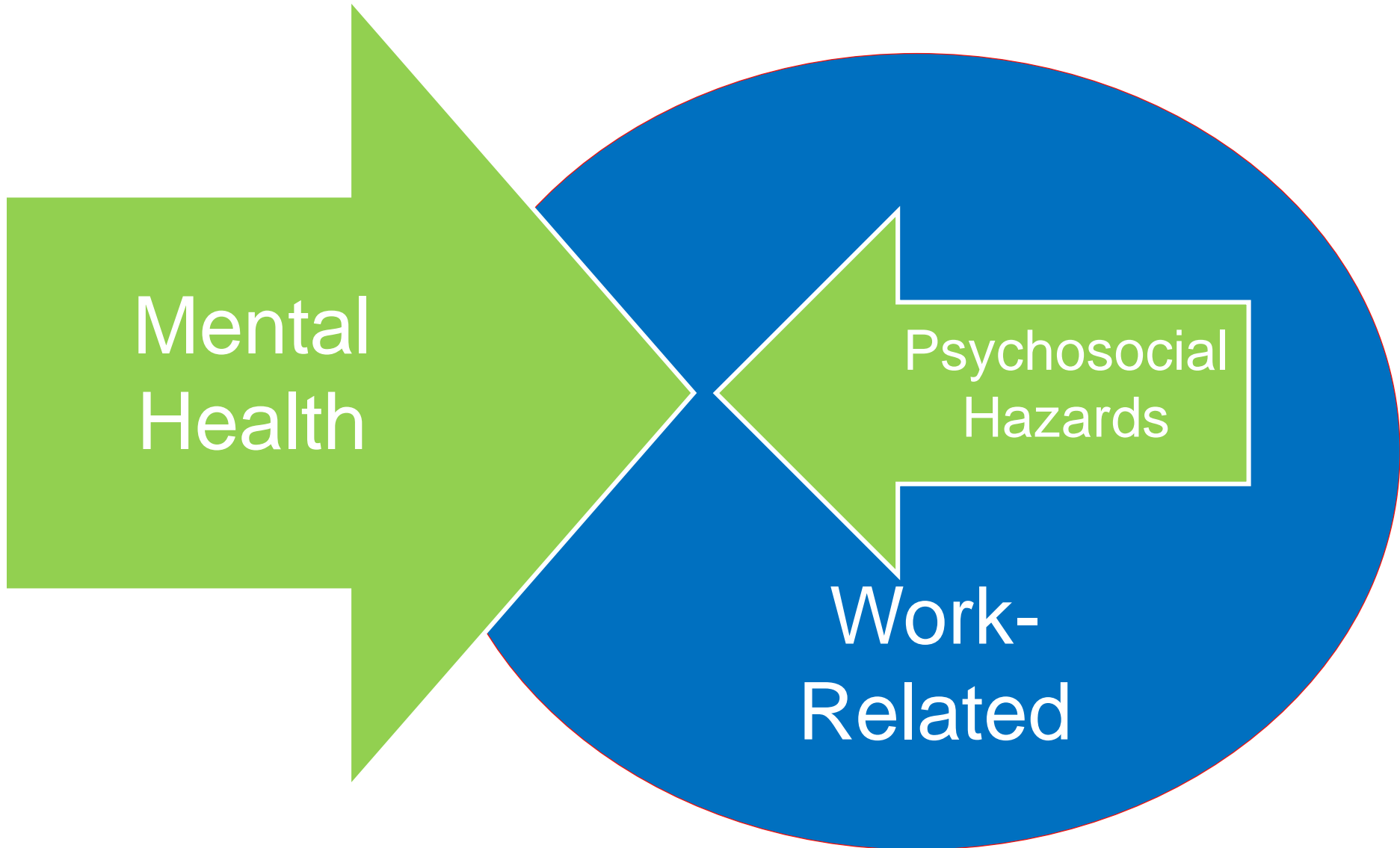
“96% of the global C-suite are planning an organisational redesign. Yet just 18% consider themselves ‘change agile’.”

**Global Talent Trends Report,
Mercer, p.4)**

70% of all change programs fail

(Balogun & Hope Hailey, 2004)

The current conversation



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Four Corners: Tough Calls

A Telemarketing Investigation

Australian Broadcasting Corporation



Once derided as fat and featherbedded, Telstra is trimming down. Applauded by an eager crowd of mum and dad shareholders, the lumbering giant is shedding costs and boosting productivity under trainer Sol Trujillo's tough regimen. But increasingly Telstra's 40,000-plus workers say they are feeling the pain. Some angrily accuse the company of forcing cultural change too far, too fast and with scant regard to their welfare and dignity.

SHOW MORE

Many of those who killed themselves left notes blaming pressure from management, our correspondent adds.

A photograph of a dirt path winding through a dense, lush green forest. The path is made of gravel and dirt, with patches of grass. The trees are tall and leafy, creating a canopy overhead. In the foreground, there are large, feathery ferns on both sides of the path. The overall scene is bright and vibrant, suggesting a healthy, natural environment.

Nature of change

**Rate of
occurrence**

**Discontinuous
Incremental
Continuous**

**How change
comes about**

**Planned
Emergent
Contingency
Choice**

Four classic models

Planned

- Lewin's (1946) 3 steps
– Unfreeze, change, refreeze

Table 4. A comparison of three models of emergent change

Kanter <i>et al.</i> 's Ten Commandments for Executing Change (1992)	Kotter's Eight-Stage Process for Successful Organisational Transformation (1996)	Luecke's Seven Steps (2003)
1) Analyse the organisation and its need for change		1) Mobilise energy and commitment through joint identification of business problems and their solutions
2) Create a vision and a common direction	3) Developing a vision and strategy	2) Develop a shared vision of how to organise and manage for competitiveness
3) Separate from the past		
4) Create a sense of urgency	1) Establishing a sense of urgency	3) Identify the leadership
5) Support a strong leader role		
6) Line up political sponsorship	2) Creating a guiding coalition	
7) Craft an implementation plan		
8) Develop enabling structures	5) Empowering broad-based action	
9) Communicate, involve people and be honest	4) Communicating the change vision	
10) Reinforce and institutionalise change	8) Anchoring new approaches in the culture	6) Institutionalise success through formal policies, systems, and structures
	6) Generating short-term wins	
	7) Consolidating gains and producing more change	4) Focus on results, not on activities
		5) Start change at the periphery, then let it spread to other units without pushing it from the top
		7) Monitor and adjust strategies in response to problems in the change process

**Change
according to
scale**

**Fine tuning
Incremental
adjustment
Modular
transformation
Corporate
transformation**

What else does the research tell us?



Organisational Change Predictors: Psychological Resources and Dispositions

- 73 studies, 81 samples (N=19,918) undergoing organisational change.
- Found - core self-evaluations and psychological capital positively related to change attitudes and outcomes (performance and turnover)
- **Psychological Capital** (Luthans, Avolio, Avey, Norval, 2007)
 - Self-efficacy
 - Hope
 - Optimism
 - Resiliency

The importance of Diagnosis

Journal of Change Management, 2013
 Vol. 13, No. 2, 223–246, <http://dx.doi.org/10.1080/14697017.2012.679290>

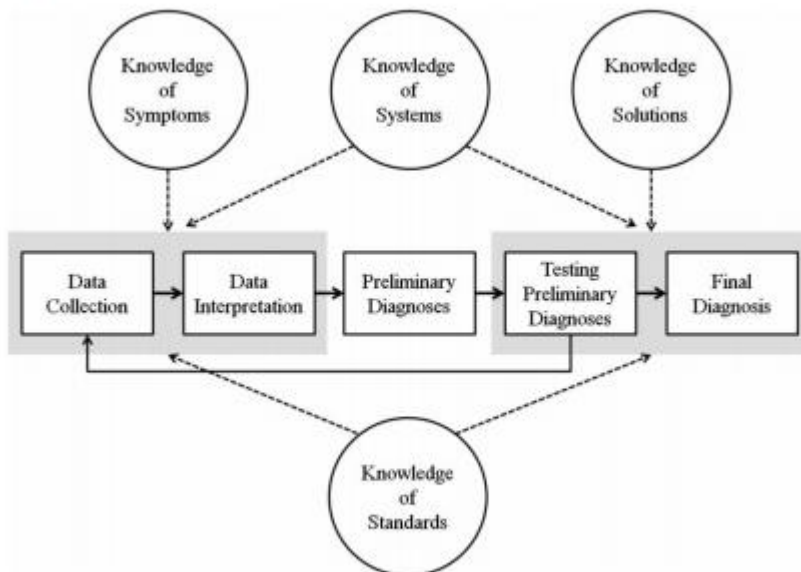


Organizational Diagnosis: An Evidence-based Approach

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234 J.M. McFillen et al.



Diagnosis plays a critical role in organizational change initiatives in appropriate interventions and contributing to readiness-to-change within numerous authors identify diagnosis as an integral component of the process. They have recommended specific theories and models that should be used in the diagnostic process itself. The lack of rigour in the diagnoses that follow are likely to be significant factors in the high failure rates reported in the literature. This article outlines an evidence-based

Figure 5. Model of an evidence-based organizational diagnostic process.

Meta-Analysis of change implementation strategies

- 24 empirical studies
- Two key facilitation strategies – participation and communication - produced significant results
 - Participation – job satisfaction, org commitment, performance, turnover
 - Communication – job sat, org commitment, change adoption and change adoption

Sustainability of Change

- Deep organisational structures that influence change sustainability (limit or enforce change)
- 12 deep structures – 4 meta-structures (Network structures, leadership structures, Narrative structures and Psychodynamic structures)

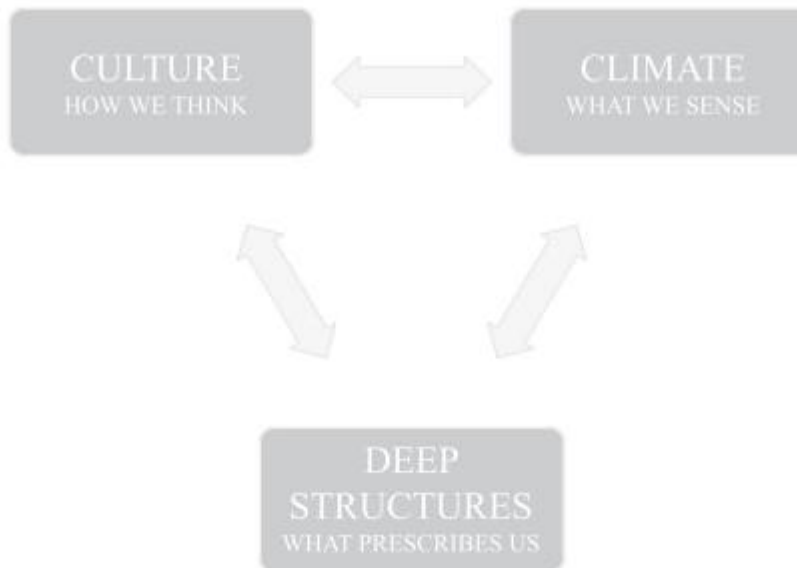


Figure 1. Culture, climate and deep structures.

The role of leaders and line managers in time of change

Competency	Sub-Competency
Respectful and responsible: Managing emotions and having integrity	Integrity <i>Being respectful and honest to employees</i>
	Managing emotions <i>Behaving consistently and calmly around the team</i>
	Considerate approach <i>Being thoughtful in managing others and delegating</i>
Managing and communicating existing and future work	Proactive work management <i>Monitoring and reviewing existing work, allowing future prioritisation and planning</i>
	Problem solving <i>Dealing with problems promptly, rationally and responsibly</i>
	Participative/empowering <i>Listening to, meeting and consulting with the team, providing direction, autonomy and development opportunities to individuals</i>
Managing the individual within the team	Personally accessible <i>Available to talk to personally</i>
	Sociable <i>Relaxed approach, such as socialising and using humour</i>
	Empathetic engagement <i>Seeking to understand each individual in the team in terms of their health and satisfaction, motivation, point of view and life outside work</i>
Reasoning/Managing difficult situations	Managing conflict <i>Dealing with conflicts decisively, promptly and objectively</i>
	Use of organisational resources <i>Seeking advice when necessary from managers, HR and Occupational Health</i>
	Taking responsibility for resolving issues <i>Having a supportive and responsible approach to issues and incidents in the team</i>

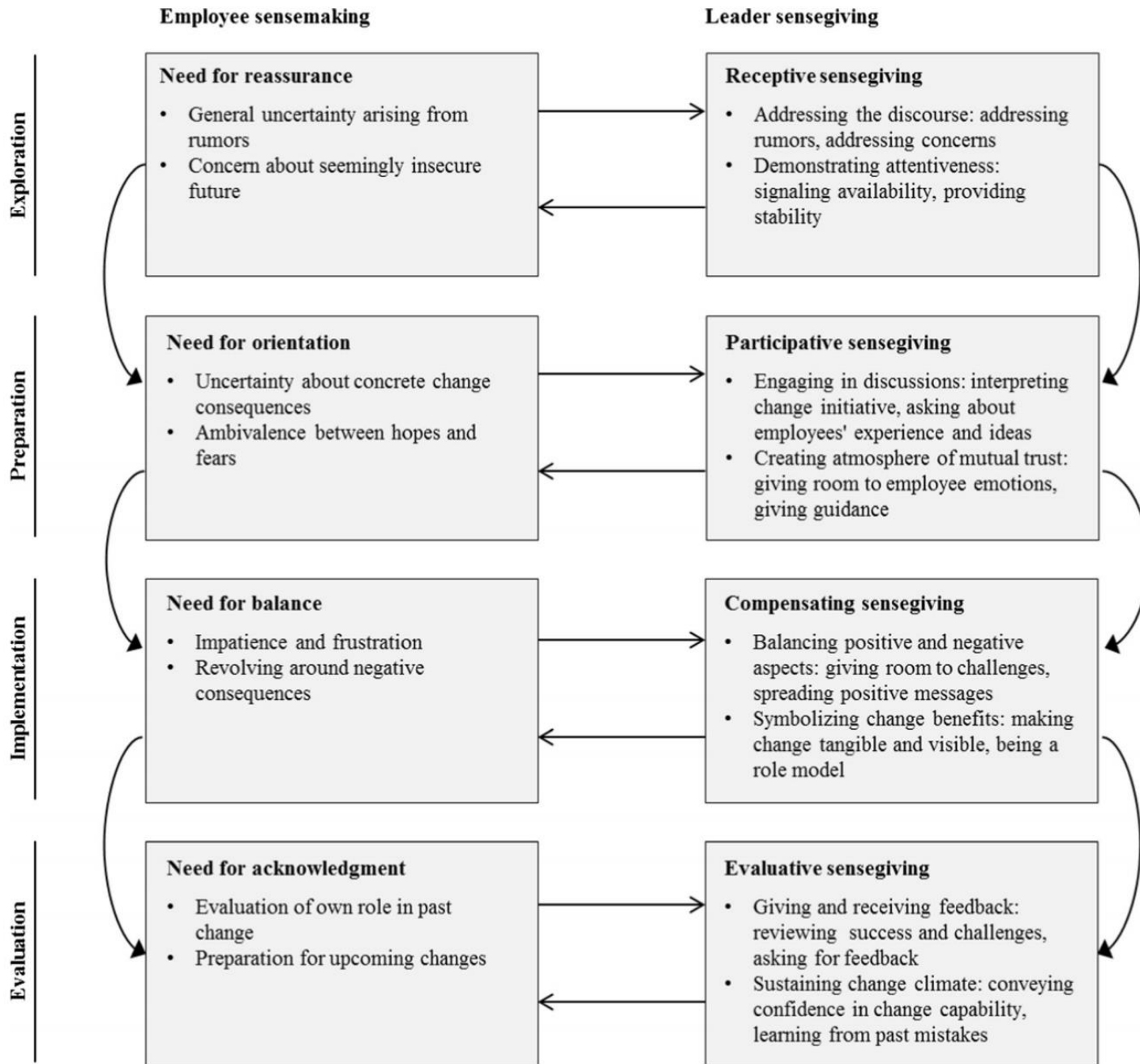


Fig. 1 Model of employee sensemaking needs and leader sensegiving modes across four change phases

Job crafting and change

- As tool to cope with organisational change
 - Seek job resources and challenges
 - Seek to reduce job demands
- Job crafting and associated wellbeing outcomes change with different levels of communication and prevention versus promotion focus.

What to do?

Risk Factors/Stressors

Work demands
Low control
Poor support
Lack of role clarity
Poorly managed relationships
Low levels of recognition and reward
Poorly managed change



Stress Response



Psychological Injury/Illness

(depression, anxiety, burnout, emotional distress, sleep disturbance, suicide)



Physical Illness

(cardiovascular disease, musculoskeletal disorders, immune deficiency, gastrointestinal disorders)



Poor Health Behaviours

(exercise diet alcohol consumption and smoking)



12096293

Adapted from https://www.worksafe.qld.gov.au/_data/assets/pdf_file/0006/91149/managing-work-related-stress.pdf

“14% of new cases of common mental disorders could have been prevented through the elimination of job strain”

Harvey et al., 2018

What is
*'reasonably
practicable'* to
ensure mental
health in times
of change?

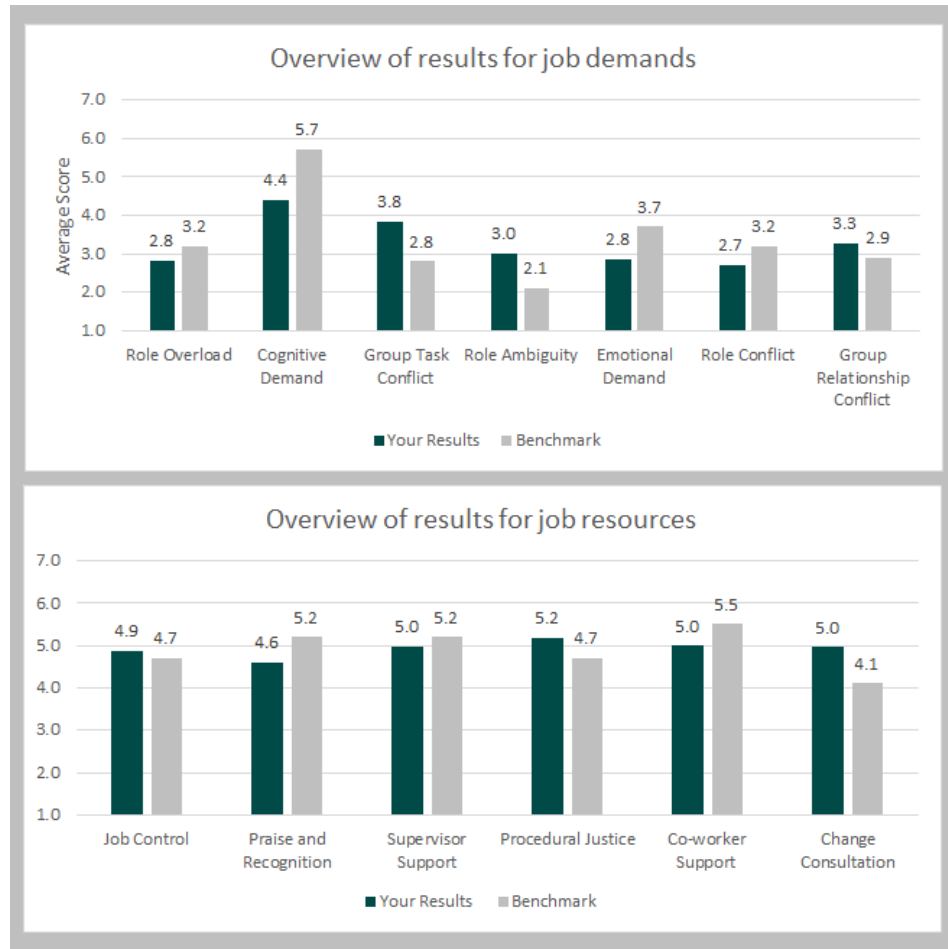


5 Matters to Weigh Up

1. The likelihood of the hazard occurring;
2. The degree of harm that might result;
3. What the person ought reasonably to know;
4. The availability and suitability of control measures;
and
5. Whether the cost is grossly disproportionate

*Work Health and Safety Act 2011 (Qld) s
18*

Availability of Benchmarks



Workplace Health and Safety Queensland, 2016 (utilising benchmarks from Jimmieson, Bodia & Tucker, 2016)

Be proactive
Diagnose
Communicate,
participate,
communicate
Heed changes in
work design and
the role of leaders!





Questions