

HUMAN RESOURCES AND CHANGE MANAGEMENT

ЧЕЛОВЕЧЕСКИХ РЕСУРСОВ И УПРАВЛЕНИЕ ИЗМЕНЕНИЯМИ

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Abstract: The article is focused on the importance of managing change. There are described predictable reasons why change efforts typically fail. The main attention is paid to model of concern that consists of six basic stages: information, personal, implementation, impact, collaboration and refinement concern. Each stage has its own characteristics, which have to be respected to achieve the successful change.

KEYWORDS: CHANGE, MANAGEMENT OF CHANGES, HUMAN RESOURCES, LEADER

1. Introduction

Team leadership is more complicated than one-on-one leadership. Leading an entire organization is more complicated than leading a single team, because organizational leadership is all about leading change, and managing a change is chaotic and messy.

Today we live in 'permanent whitewater', what is exhilarating and scary. You often have to go sideways or upside down to go forward. The flow is controlled by the environment. There are unseen obstacles. Occasionally it's wise to use an eddy to regroup and reflect, but eddies are often missed because whitewater seems to create its own momentum.

2. The Importance of Managing Change

Once there was a time when you could experience change and then return to a period of relative stability. In that era, as things settled down, you could thoughtfully plan and get ready for another change. Kurt Lewin described these phases as unfreezing, changing, and refreezing. The reality today is that there is no refreezing. There's no rest and no getting ready. Constant change is a way or life in organizations today. Change will occur. That is no longer a probability; it is a certainty.

The issue is, how do managers and leaders cope with the barrage of changes that confront them daily as they attempt to keep their organizations adaptive and viable? They must strategies to listen in on the conversations in the organization so that they can surface and resolve people's concerns with change.

They have to strategize hard to lead change in a way that ages everyone's creativity and ultimate commitment to in an organization that's resilient in the face of change.

Change is necessary when there is a discrepancy between an actual set of events - something that is happening right now – and a desired set of events - what you would like to happen. To better understand where your organization might be in relation to need change, consider the following questions:

- Is your organization on track to achieve its vision?
- Are your organization's initiatives delivering the desired outcomes?
- Is it delivering those outcomes on time?
- Is it delivering those outcomes on budget?
- Is your organization maintaining high levels of productivity and morale?
- Are your customers excited about your organization?
- Are your people energized, committed, and passionate?

If you found it difficult to say yes to these questions, your focus on leading change should be more intense.

Most managers report that managing change is not their forte. Effective change leaders, being aware of this and understanding the process or change, can minimize the drop in performance caused by large numbers of people learning new behaviors at the same time. They can also minimize the amount of time to achieve desired future performance. Furthermore, they can improve an organization's capacity to initiate, implement, and sustain successful changes.

3. Reasons why change can fail

Researches indicate that 70 per cent of organizational changes fail, and these failures can often be traced to ineffective leadership. Real-world experience has shown that most change efforts get derailed or fail for predictable reasons. Many leaders don't recognize or account for these reasons. As a result, they make the same mistakes again and again. By recognizing the reasons change typically gets derailed or fails, leadership can be proactive, thereby increasing the probability of success when initiating, implementing, and sustaining change.

There are the predictable reasons why change efforts typically fail:

1. People leading the change think that announcing the change is the same as implementing it.
2. People's concerns with change are not surfaced or addressed.
3. Those being asked to change are not involved in planning the change.
4. There is no urgent or compelling reason to change. The business case is not communicated.
5. A compelling vision that excites people about the future hasn't been developed and communicated.
6. The change leadership team doesn't include early adopters, resisters, or informal leaders.
7. The change isn't piloted, so the organization doesn't learn what's needed to support the change.
8. Organizational systems and other initiatives aren't aligned with the change.
9. Leaders lose focus or fail to prioritize, causing death by 1.000 initiatives.
10. People are not enabled or encouraged to build new skills.
11. Those leading the change aren't credible. They under communicate, give mixed messages, and do not model the behaviors the change requires.
12. Progress is not measured, and no one recognizes the changes that people have worked hard to make.
13. People are not held accountable for implementing the change.

14. People leading the change fail to respect the power of the culture to kill the change.
15. Possibilities and options are not explored before a specific change is chosen.

When most people see this list, their reaction depends on whether they have usually been the target of change or the change agent. Targets of change frequently feel as though we have been studying their organization for years, because they have seen these reasons why change fails in action, up close and personal. The reality is that while every organization is unique in some ways, they often struggle with change for the same reasons.

When change agents look at this list, they get discouraged, because they realize how complicated implementing change can be and how many different things can go wrong. Where should they start? Which of the 15 reasons why change fails should they concentrate on?

Over the years it has been our experience that if leaders can understand and overcome the first three reasons why change typically fails, they are on the road to being effective leaders of change.

4. Concern model

Leaders who have been thinking about a change for a while know why the change needs to be implemented. In their minds, the

business case and imperative to change are clear. They are so convinced the change has to occur that, in their minds, no discussion is needed. They put all their energy into announcing the change and very little effort into involving others and managing the journey of change.

Change gets derailed because people know they can outlast the announcement, or at least the person making the announcement. Because they haven't been involved up to this point, they sense that the organization is concerned only with its own self-interest, not with the interests of everyone in the organization. Change that is done to people creates more resistance. The moment there's vocal resistance, the people leading the change break ranks. The minute they do, their lack of alignment signals that there's no need for others to align to the change, because it's going nowhere.

In the self and one-to-one context, the leader diagnoses the competence and commitment or a direct report on a specific task. In the team context, a leader diagnoses the team's productivity and morale. In the organizational context, the focus is on diagnosing the predictable and sequential stages or **concern that people go through during change**.

A US Department of Education project originally conducted by Gene Hall and his colleagues at the University of Texas suggests that people who are faced with change express **six predictable and sequential concerns**:

Table 1 Basic questions in stages of concern

Information	Personal	Implementation	Impact	Collaboration	Refinement
▪ What is the change? ▪ Why is it needed? ▪ What is wrong with the way things are now? ▪ How much and how fast does the organization need to change?	▪ How will the change impact on me personally? ▪ What's in it for me to change? ▪ Will I win or lose? ▪ Will I look good? ▪ How will I find the time to implement this change? ▪ Will I have to learn new skills, Can I do it?	▪ What do I do first, second, third? ▪ How do I manage all the details? ▪ What happens if it doesn't work as planned? ▪ Where do I go for help? ▪ How long will this take? ▪ Is what we are experiencing typical? ▪ How will the organization's structure and systems change?	▪ Is the effort worth it, is the change making a difference? ▪ Are we making progress? ▪ Are things getting better? ▪ How?	▪ Who else should be involved? ▪ How can we work with others to get them involved in what we are doing? ▪ How do we spread the word?	▪ How can we improve upon our original idea? ▪ How can we make the change even better?

- **Information concerns.** People need the same information used by those who made the decision to move forward with the change. They don't want to know if the change is good or bad until they understand it. Assuming that the rationale for change is based on solid information, share this information with people, and help them see what you see. Remember, in the absence of clear, factual communication, people tend to create their own information about the change, and rumors become facts.

- **Personal concerns.** People want to know how the change will play out for them. They wonder if they have the skills and resources to implement the change. As the organization changes, existing personal and organizational commitments are threatened.

These personal concerns have to be addressed in such a way that people feel they have been heard. If you don't permit people to deal with their feelings about what's happening, these feelings stay around. The corollary to this principle is that if you deal with what is bothering you, in the very process of dealing with your feelings, concerns often go away.

In some cases, personal concerns will not be resolved to an individual's satisfaction, but the act of listening to these concerns typically goes a long way towards reducing resistance to change effort.

If you don't take time to address individual needs and fears, you won't get people beyond this basic level of concern. For that reason, let's look at some of the key personal concerns often have with regard to change.

- **Implementation concerns.** People with implementation concerns are focused on the details involved in implementing the change. They want to know if the change has been tested. They know the change won't go exactly as planned, so they want to know "Where do we go for technical assistance and solutions to problems that arise as the change is being implemented?" People with implementation concerns want to know how to make the best use of information and resources. They also want to know the organization's infrastructure will support the change effort.
- **Impact concerns.** People with impact concerns are interested in the change's relevance and payoff. The focus is on evaluation. This is the stage where people sell themselves on

the benefits of the change based on the results being achieved. This is also the stage where leaders lose or build credibility for future change initiatives. In the change doesn't positively impact results, or if people don't know how to measure success, it will be more difficult to initiate and implement change in future.

- **Collaboration concerns.** People with collaboration concerns are focused on coordination and co-operation with others. They want to get everyone on board because they are

convinced the change is making a difference. During this stage, get the early adopters to champion the change and influence those who are still on the fence.

- **Refinement concerns.** People with refinement concerns are focused on continuous improvement. During the course of an organizational change, a number of learnings usually occur. As a result, new opportunities for organizational improvement often come to the surface at this stage.

Each stage of concern has its own questions that people are asking themselves and their peers. These typical questions are presented in table 1.

5. Conclusion

As the results, change leaders have often addressed and resolved information, personal. And implementation concerns. They are ready to address impact concerns by communicating the change's benefits to the organization. The rest of the organization, however, still has not had a change to voice their concerns.

6. References

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