CONNECT! International Conference

Developing and Changing Organizations
Lessons from Theory and Practise

Workshop: Changing Organizations

Moutsiou Anna, MSc (I/O Psychologist, ISON Psychometrica)

What will we cover today?

▲ **1.1. Change Management**

- Critical Theory
- Resistance to Change
  - Why does it happen?
  - In what levels?
  - Tips for overcoming it

▲ **1.2 The Change Cycle**

- What is a Needs Assessment Analysis?
- How do we implement change?
- How do we sustain and evaluate change?

▲ **1.3 Holistic Approach to CGC**

- Importance of peripheral vision
- Importance of self-reflection
- Importance of cultural sensitivity
- Culture-Infused Career Counselling Model

▲ **1.4 Short Exercise**

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Let's take a deeper look…

Critical Theory

- It assumes that a reality exists, but it has been shaped by cultural, political, ethnic, gender and religious factors which interact with each other to create a social system.

- No object can be researched without being affected by the researcher

- Knowledge endorsed by those in power is to be viewed critically

- The rules that legitimatize some bodies of knowledge and delegitimize others should be questioned.

What does it mean to think critically?

Critical Theory…what does it mean for change work?

o We should ask ourselves: "*How did I get stuck with this body of knowledge and these lenses through which to see the world?*" (Kincheloe, 2008, p.21).

o Provides us with a lens to view conflict and power which traditional change theories tend to leave untouched

o Helps unearth assumptions, unconscious biases, and the role of power that are inherent in change

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Theories on Change Management

- Lewin's change management model
- The McKinsey 7-S model
- Kotter's change management theory
- ADKAR change management model
- Nudge theory
- Bridges transition model
- Kübler-Ross change management framework
- The Satir change management methodology

Then, why do more than 70% of change initiatives fail?

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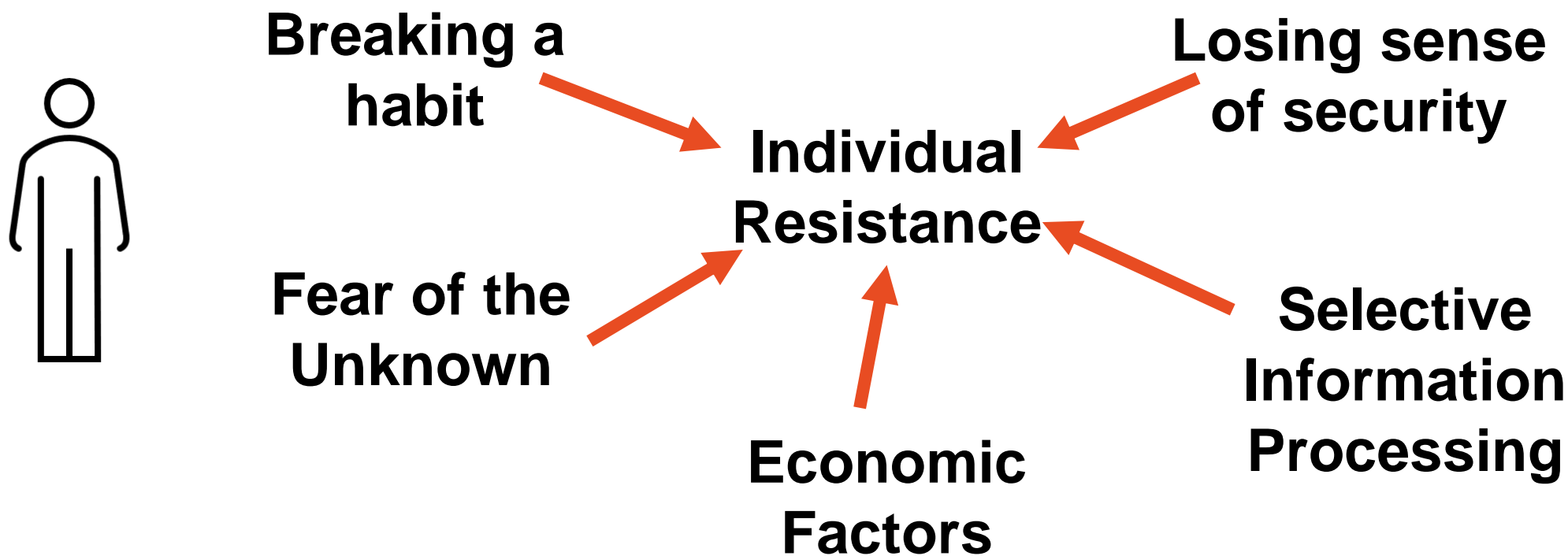
Resistance to Change

It consists of any employee behaviors that delay, discredit, or prevent the implementation of a change plan.
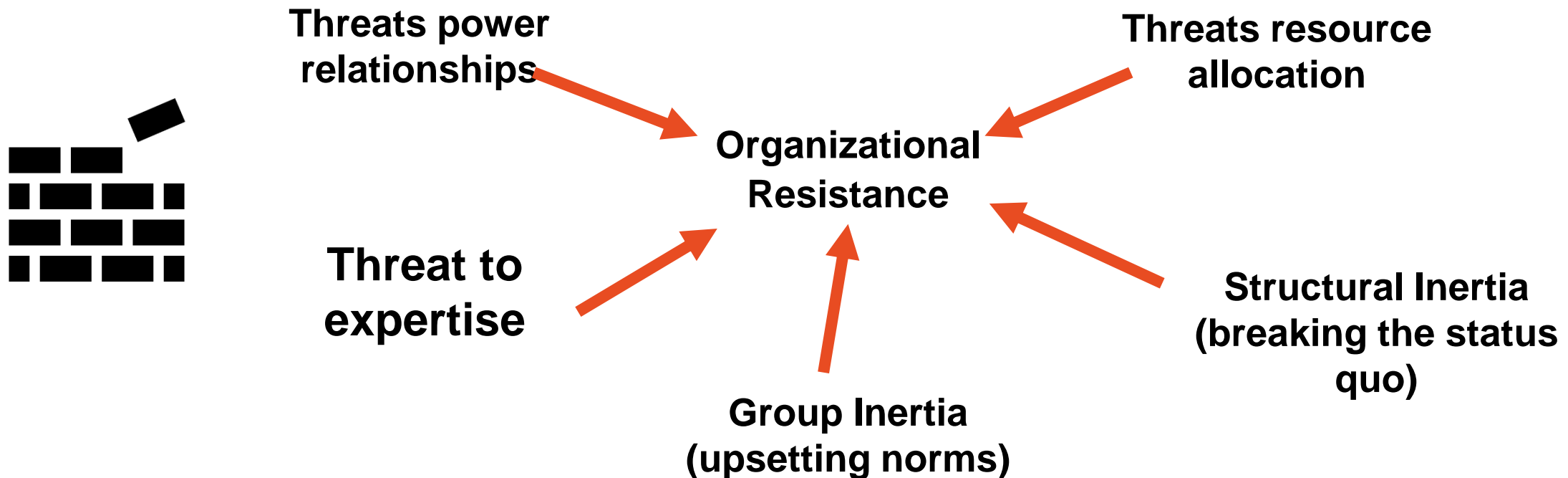
Employees resist because change threatens their:
- Security
- Social Interaction
- Status
- Competence
- Self-Esteem

Resistance: Individual Level

Breaking a habit

Losing sense of security

Individual Resistance

Fear of the Unknown

Selective Information Processing

Economic Factors

Resistance: Organizational Level

Threats power relationships

Threats resource allocation

Organizational Resistance

Threat to expertise

Structural Inertia (breaking the status quo)

Group Inertia (upsetting norms)

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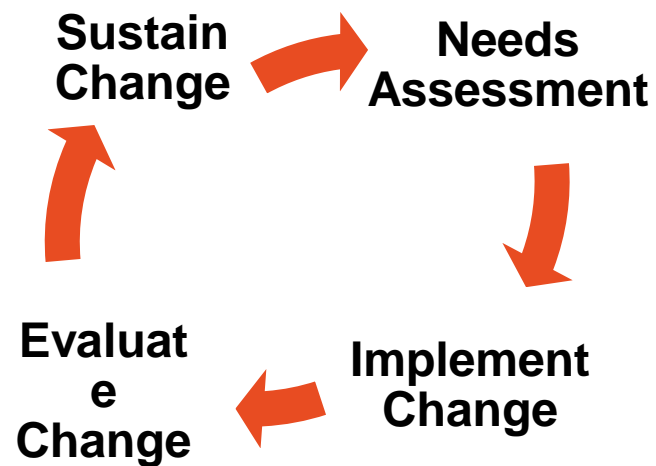
Are there any tips to overcome it?

- Always be open and honest about what will come next.

- Make sure you continually focus on the positive aspects of change. Be specific.

- Ensure those affected get proper training to adapt to the new changes → training and development, not just meetings or team-building exercises.

- Do not leave openings for people to return to the status quo → as an agent of change, you must be the first one to fully commit and believe in the change.

- Make sure you allow for flexibility. People take time to adapt and assimilate new behaviors. Give them time to do so.

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What is the change cycle?

Sustain Change → Needs Assessment → Implement Change → Evaluate Change → (back to Sustain Change)

assess → plan → act → monitor → evaluate
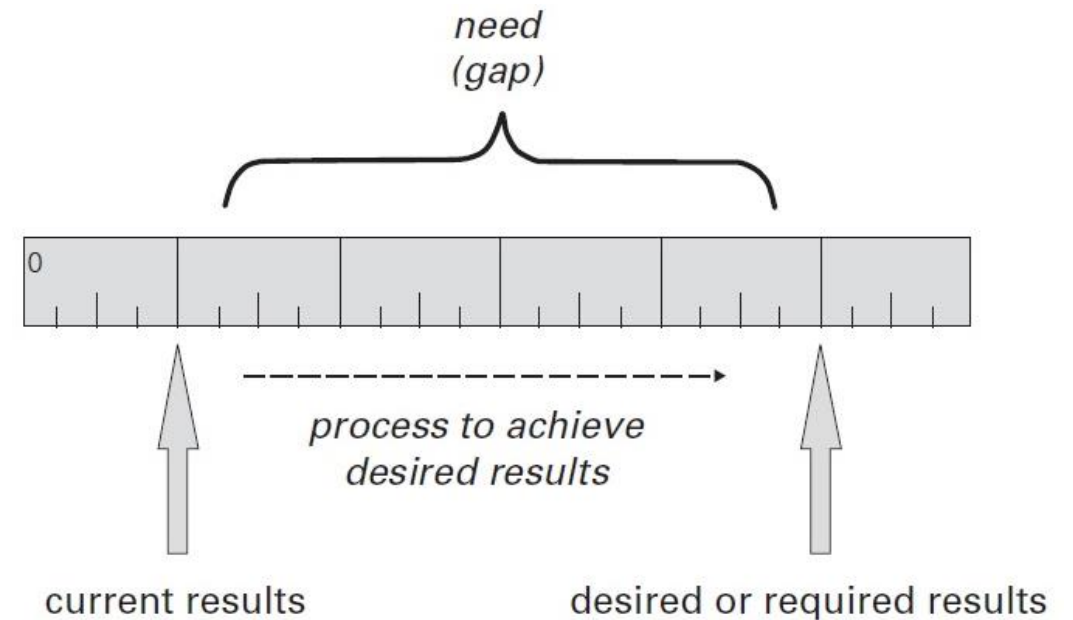
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What is a Needs Assessment? (1)

o You may also see it as: "gap analysis", "needs analysis", and "performance analysis"

o **Gaps** (either as opportunities or problems) → common instigators of action and change

o **Identifying the gap between "where we are now" and "where we want to be" is crucial !!!**

o Benefits are:

▪ (a) *systematic process* to guide decision making

▪ (b) *provide justification* for decisions before they are made

▪ (c) *can be scalable* for any size project, time frame, or budget

▪ (d) *can offer a replicable model* that can be applied by novices or experts.

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What is a Needs Assessment? (2)

o It's simply a tool for making better decisions!

o One could also define it in terms of gaps in results (Kaufman, Oakley-Brown, Watkins, & Leigh, 2003)

o **Need**= the difference between your current achievements and your desired accomplishments

need
(gap)

0

process to achieve desired results

current results   desired or required results

Conducting a Needs Assessment Analysis (1)

Step 1: *IDENTIFY*

1. Identify your internal and external partners for the needs assessment.

2. Determine what data are required to identify needs at the strategic, tactical, and operational levels.

3. Determine potential sources of data.

4. Collect information (interviews, surveys, focus groups etc.)

5. Define the final needs on the basis of gaps between current and desired results.

Step 2: *ANALYZE*

1. Establish an initial prioritization of needs

2. Focus on the high-prioritization needs and see what works and what does not

3. Analyze and synthesize the useful information

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Conducting a Needs Assessment Analysis (2)

Step 3: *DECIDE*

- Making complex decisions based on the analysis is the next and final step.
- **This step is also often the hardest, since:**
  - there are competing interests for certain types of change to occur
  - it is hard to agree on which criteria to use in making the decisions
  - one might have to negotiate and/or compromise

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Needs Assessment Tools

Can be summed up into two main categories:

1. Data collection tools and techniques
2. Decision-making tools and techniques

Needs Assessment Tools

Some examples of tools and methods are...

- Reviewing already existing data/documents
- Guided expert reviews
- Managing focus groups
- Conducting Interviews
- Dual-Response surveys
- SWOT+ analysis
- Observational data
- Task Analysis

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Implementing Change (1)

Which are the secrets of successful change implementation? McKinsey & Company

▪ **Survey of 2000 executives in more than 900 companies across all industries**

▪ **1. Ownership and Commitment**
  - ▪ Leaders must show a high level of psychological investment that drives personal, and proactive action
  - ▪ Successful change reinforces ownership through clear accountability for specific targets
  - ▪ **Good Leadership Style:** Foster a leadership style that sets bold aspirations with clear accountability—emphasizing the challenging and supportive dimensions of leadership.
  - ▪ **Creating the right buzz:** Rather than spamming everyone with generic communications materials, leaders instead methodically cascade a compelling change story through the entire organization.

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Implementing Change (2)

- **2. Prioritization of initiatives**
  - What an organization chooses not to do is every bit as important as what it does.
  - **Understanding risks:** Create a robust fact base, with a clear understanding of the size and nature of each opportunity, its timing, and any impediments to delivery.
  - **Mitigating and Re-ranking**

- **3. Resources and capabilities**
  - Rather than looking only to people who happen to be available, successful change organizations fill pivotal roles based on merit and free the successful candidates from their current duties.
  - Each person's role is well defined, and expectations and responsibilities are aligned with the resources available.
  - All employees receive feedback and ongoing coaching.

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Sustaining and Evaluating Change (1)

How do we now whether change is working?

Depending on what your prevailing paradigm is, or the way your organization's culture works, the monitoring and evaluation of change will give different answers!!!

- <u>On the one hand, we can evaluate success with measurable outcomes</u> →reduced absenteeism, increased customer satisfaction, increased employee satisfaction, reduced headcount, increase in quality standards etc.

- **But is that all there is? One must also consider that…**

1. people and systems notice only what *they consider* to be important

2. having a set methodology can get in the way of the *context*

3. what people notice will *change over time*

4. organizational boundaries *are permeable*

5. feedback acts like a constant source of information flow that can change certain processes

Sustaining and Evaluating Change (2)

How can one perceive an organization?

- **Machine Metaphor** → This produces a clear set of **measurable outcomes** which can be monitored and evaluated throughout the process. Managing change through this metaphor necessitates **a focus on 'hard' rather than 'soft' aspects of the change**, and the expected outcomes may be a little rigid.

- **Political Metaphor** → This metaphor is all about **satisfying key stakeholder groupings**. Change is a success if key stakeholders are satisfied, and opinions and policies have been changed. The process of change is one of **successfully negotiating one's way through the myriad stakeholder interests**.

- **Organism Metaphor** → This metaphor is about **ensuring the effectiveness and efficiency of information flow across the organization and its environment**. A key aspect of successful change management within this paradigm is the focus on **organizational learning and responsiveness**.

- **Flux and Transformation Metaphor** → This metaphor is about **creating a well-contained space for change to occur**. Collective vision and direction, together with a strong sense of organizational values, provide the stakes in the ground' demarcating parameters for change.

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Peripheral Vision & Self-Reflection

As future agents and leaders of change, one should always:

Be aware of the context – Develop peripheral vision

o Develop an awareness of "what is going on" beyond the visible and obvious

o One must be constantly aware of the motions and changes that take place

o How can one enhance their peripheral vision? → have open channels of communication, ask the right questions, spend more time collecting information rather than making decisions

Invest on self-reflection

o Leaders should take time to reflect on what is going on around them, which are the available options, as well as where they stand in the change process.

o The more time one spends on self-reflecting, the more holistic and correct their decision-making, and thus change implementation, will be.

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The Importance of Culture in CGC

- As professionals in the making, it is of extreme importance to discuss and understand the influence on culture when conducting career-related work.

- **Culture=**the set of beliefs and values that shape the customs, norms, and practices of groups of people, and help them solve the problems of everyday life.

- Culture influences the way people work, the way they make decisions about work, how their career paths are shaped, as well as the way with which they communicate.

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What we should keep in mind!

o Individualism VS Collectivism

o Perceptions of the meaning of work differ

o Perceived locus of control on career decisions

o Avoidance of uncertainty-instability

o Perceptions of time (traditional models of thought)

The global workforce is becoming increasingly diverse and multicultural. CGC/HRM professionals must acknowledge and account for these differences!

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Improving Cross-Cultural Communication

(Spencer-Oatey, 2012)

Whether it is members of your own organization or external clients, it is important for CGC/HRM professionals to increase their **cultural sensitivity**

o **Reduce power dynamics – Be aware of the influence you have on others**

o **Be non-judgmental and be aware that your perspective is a singular interpretation of reality**

o **When feeling unsure/uninformed about a culture, admit it, and ask to be educated about it**

o **Focus on similarities and common ground, rather than the differences between you and/or organizational goals and others**

o **Build a relationship of mutual trust and respect with your colleagues and/or clients**

o **Negotiate cross-cultural conflicts that may emerge, and apologize for possible errors**

o **Avoid leaping to conclusions about one's character, motivation, or integrity based on a single interaction**

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Culture-Infused Career Counselling Model

Clients' cultural experiences influence both career-related issues and available resources

Counselors must acknowledge their internalized notions of work and career

The terms career and career development are constructed terms with multiple meanings defined by cultural assumptions and interpretations

BASIC PRINCIPLES

Acknowledge that theories of career development and career counselling always contain cultural assumptions

The goals and processes of career counselling need to be collaboratively defined

CICC challenges counsellors to incorporate multiple levels of intervention

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Culture-Infused Career Counselling Model

- CGC professionals must self-reflect as to understand their own models of thought and culture

- They must always consider the cultural validity of their approaches, particularly for working with clients from nondominant populations or in organizations that promote diversity and inclusion.

- CGC professionals are encouraged to collaborate with clients in selecting interventions while addressing the systemic and social power disparities that limit clients from reaching their full potential.

Let's practice!

Split into teams. Think of a *real change* that you wish to implement in your current professional environment.

- **What is it?**

- **How would you do it?**

- **What possible resistance may you come across?**

Discuss with your partner and exchange views on each other's change plans.

Thank you for your attention!

Any questions?

amoutsiou@ison.gr