SIX (6) WAYS TO APPROACH CHANGE
Six (6) Ways To Approach Change

- Education and Communication
- Participation and Involvement
- Facilitation and Support
- Negotiation and Agreement
- Manipulation and Co-optation
- Explicit and Implicit Coercion
Overview

- 6 Approaches to Change
- Strategic Options
The 6 Change Approaches is a framework to prevent, decrease, or minimize resistance to change in organizations.

Overview

The 6 Change Approaches developed by John Kotter and Leonard Schlesinger is a model to prevent, decrease, or minimize resistance to change in organizations.

The 6 approaches are:

1- Education and Communication          4- Negotiation and Agreement
2- Participation and Involvement         5- Manipulation and Co-optation
3- Facilitation and Support              6- Explicit and Implicit Coercion

Before any approach methods are used, it is important to understand why people resist change. Kotter and Schlesinger identify four reasons:

1- Parochial Self-interest
2- Misunderstanding
3- Low Tolerance of Change
4- Different Assessments of the Situation

Organizations must deal with new government regulations, new products, growth, increased competition, technological developments, and a changing workforce—which all force change.
There are 4 primary reasons why people are resistant to change

4 Reasons of Change Resistance

1. Parochial Self-interest
   - Some people are more concerned with the implication of the change for themselves and how it may affect their own interests, rather than considering the effects for the success of the business

2. Misunderstanding
   - Communication problems
   - Inadequate information

3. Low Tolerance of Change
   - Certain people are very keen on the feeling of job security and having stability in their work

4. Different Assessments of the Situation
   - Some employees may disagree with the reasons for the change and with the advantages and disadvantages of the change process

All people who are affected by change experience some emotional turmoil – even changes that appear to be "positive" or "rational" involve loss and uncertainty.
Kotter and Schlesinger came up with the following 6 Change Approaches to combat change resistance:

These approaches identified are based on analyses of dozens of successful and unsuccessful organizational changes.
One of the best ways to overcome change resistance is to inform and educate people about the change effort beforehand.

Change Approach – Education and Communication

Overview
- This occurs when there is a lack of information or inaccurate information and analysis.
- One of the best ways to overcome resistance to change is to inform and educate people about the change effort beforehand.
- Preceding communication and education helps employees see the logic in the change effort.
- This reduces unfounded and incorrect rumors concerning the effects of change in the organization.

Advantages
- Once persuaded, people will often help with the implementation of the change.

Disadvantages
- Can be very time consuming if lots of people are involved.
We can often avoid change resistance if we involve the potential change resisters during the design and implementation of change

Change Approach – Participation and Involvement

Overview
- If we involve the potential change resisters in some aspect of the design and implementation of the change, this can often avoid resistance
- With a participative change effort, we listen to the people the change involves and use their advice
- Where we do not have all the information they need to design the change, or when they need the complete commitment of others to do so, involving others makes good sense
- Typically, participation leads to commitment and commitment is needed for the change to be a success
- However, if not managed properly, participation will lead to an enormously time consuming process

Advantages
- People who participate will be committed to implementing change, and any relevant information they have will be integrated into the change plan

Disadvantages
- Can be very time consuming if participators design an inappropriate change
We should incorporate Facilitation and Support when resistance to change stems from adjustment problems

Change Approach – Facilitation and Support

Overview

-This approach is useful when the resistance to change is because of adjustment problems

-By being supportive of employees during difficult times, managers can prevent potential resistance

-Managerial support helps employees to deal with their fear and anxiety during a transition period

-In this case, the basis of resistance to change is likely to be the perception that there will be some form of detrimental effect caused by the change in the organization

-Typically, for this approach, it requires special training and counseling—outside normal office premises

Advantages

-No other approach works as well with adjustment problems

Disadvantages

-Can be time consuming, expensive, and still fail
**Change Approach – Negotiation and Agreement**

**Overview**
- This approach is for the situation where someone (or some group) may lose out because of a change, and where that individual or group has considerable power to resist.

- Managers can combat resistance by offering incentives to employees not to resist change—this can be done by allowing people who are resisting the change to veto certain elements of change that are threatening.

- Alternately, the people who are resisting can be offered incentives to leave the company through early buyouts or through retirements—this approach will be appropriate where those resisting change are in a position of power.

**Advantages**
- Sometimes it is a relatively easy way to avoid major resistance.

**Disadvantages**
- Can be too expensive in many cases if it alerts others to negotiate for compliance.
If the other approaches won't work, we can co-opt with those who are resisting change by bringing them into the change planning group.

**Change Approach – Manipulation and Co-optation**

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<th>Overview</th>
<th>Advantages</th>
<th>Disadvantages</th>
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<td>-If the other tactics won’t work or are too expensive, an effective “manipulation” technique to use is: to co-opt with people who are resisting the change.</td>
<td>-It can be a relatively quick and inexpensive solution to resistance problems</td>
<td>-Can lead to future problems if people feel manipulated</td>
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<td>-Co-optation involves bringing a person into a change management planning group for the sake of appearances rather than their substantive contribution.</td>
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<td>-This often involves selecting leaders of the people who are resisting the change to participate in the change effort.</td>
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<td>-These leaders can be given a symbolic role in decision-making, without threatening the change effort.</td>
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Lastly, coercion can be used—but only if speed is essential and as a last resort.

### Change Approach – Explicit and Implicit Coercion

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<td>- Explicit and Implicit Coercion can be used where speed is essential—and should be used only as the last resort</td>
<td>- It is speedy and can overcome any kind of resistance</td>
<td>- Can be risky if it leaves people angry at the initiators</td>
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<td>- With this approach, managers can explicitly or implicitly force employees into accepting change by making clear that resistance to change can lead to:</td>
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<td>- Jobs losses</td>
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<td>- Dismissals</td>
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<td>- Employee transfers</td>
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<td>- Elimination of promotions</td>
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We can think of the strategic options available as a continuum—one end calls for a slower process, whereas the other calls for immediate change.

**Strategic Options**

**Strategic continuum**

**Fast**
- Clearly planned
- Little involvement of others
- Attempt to overcome any resistance

**Slow**
- Not clearly planned at the beginning
- Lots of involvement of others
- Attempt to minimize any resistance

Exactly where a change effort should be strategically positioned on this continuum depends on the Situational Factors.
Exactly where a change effort should be strategically positioned on the strategic continuum depends on four Situational Factors

**Situational Factors**

1. **The amount and type of resistance that is anticipated**
   - All other factors being equal, the greater the anticipated resistance, the more difficult it will be simply to overcome it, and the more a manager will need to move toward the right on the continuum to find ways to reduce some of it.

2. **The position of the initiator vis-à-vis the resisters (in terms of power, trust, and so forth)**
   - The less power the initiator has with respect to others, the more the initiating manager must move to the right on the continuum.
   - Conversely, the stronger the initiator’s position, the more he or she can move to the left.

3. **The locus of relevant data for designing the change and of needed energy for implementing it**
   - The more the initiators anticipate that they will need information and commitment from others to help design and implement the change, the more they must move to the right.
   - Gaining useful information and commitment requires time and the involvement of others.

4. **The stakes involved**
   - The greater the short-run potential for risks to organizational performance and survival if the present situation is not changed, the more one must move to the left.
Facilitating Change
Changes coming in 2020
ABOUT DAWGEN GLOBAL

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At Dawgen Global we help you to make smarter and more Effective Decisions.

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