

# Change Management continued

2019-02-05

## Individual Prerequisites for change to occur

Three sections, the *Head*, the *Heart* and the *Hands*, represent the thinking and understanding perspective (Head), the emotional and motivational (Heart) and Behavioural (Hands). Questions like “*Why should I change?*” or “*What’s in it for me?*” are questions that arise. Experience is the underlying principle, that decides how people are going to behave, in a good as well as bad sense. Bad perceived outcomes of change will be seen in experience and thus would lead to a opposing view of the change. **Groupthink** describes an ignorance that emerges from individual perceptions. One may be opposing a change to be made, that person as part of a proposing group may adapt it’s perception of the change to be more positive. Thus, being honest, realistic and factual can hinder this kind of ignorance by setting straight the facts. On a *international* scale, it takes much longer to integrate change and common consensus can help accelerate this process.

## Kurt Lewin’s Model

His model is a simple framework for managing change known as *unfreeze, change and refreeze*. Lewin explained organisational change using the analogy of changing the *shape of a block of ice*. E.G. Unfreezing a large cube of ice to change it and reform it into a cone of ice. The risks involved during the unfreezing - refreezing process have to be considered. After having figured out the change, how to make it happen? By recognising the three distinct stages of change, one can plan to implement the changes required. Starting off with *the motivation to change (unfreeze)* as it is necessary to change existing attitudes towards working practices and prepare the ground. *Communication* about the proposed change is vital, if people are to understand and support the to be made changes. After effective communications and the empowering of people to embrace new ways of working and learning new values, problems are identified and action plans developed to enable implementation. Maximum flexibility is needed in the planning and implementation of change. Emergent changes may arise, that will contribute towards the greater objective, thus agility is needed as emergent changes and

unpredictabilities can interfere with implementation. The process ends when the organisation returns to a *sense of stability (refreeze)* and the benefits of the change are realised. *Praise, rewards* and other reinforcements are required on an individual level and more effective performance at an organisational level. Not until the change has become incorporated into the culture can it be said to be *frozen*.

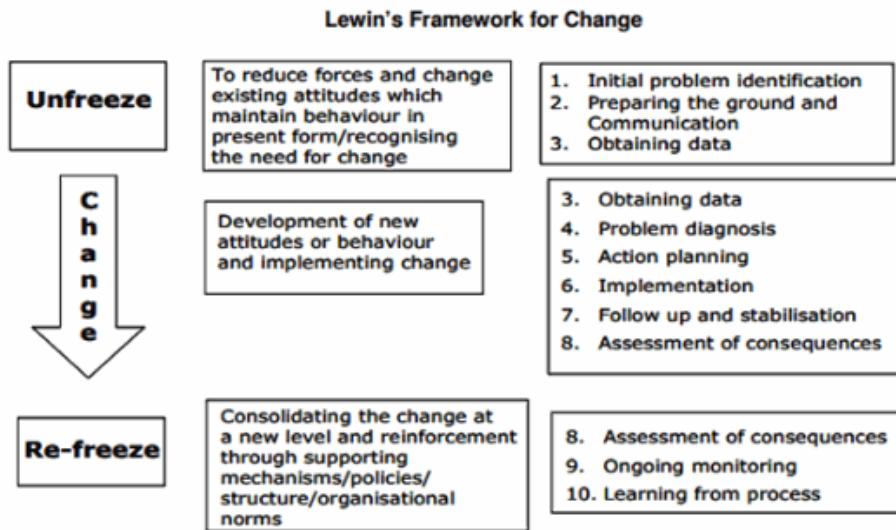


Figure 1: Lewin's Framework for Change

## Importance of Communication in Empowerment and Organisational Change

Have people internally have come to peace with the change? Klein(1996) provided evidence concerning the way communication process can help employees. Feedback and adjustments have to paired with strategies that encourage *disclosure* of problems. Discussion of solutions through intensive *face-to-face communication* between management and employees, was helpful. The *Just-in-time* model can be used as a philosophical model to refocus on urgent/priority matters and identifying what is working and what not. These conversations can also become unnecessary when having them too often.

### **Brain evolution: from emotional responses to cognition**

Not being cavemen anymore, but civilised 21st century humans, our perception changed, as well as how our brain works. A stimulus will trigger 100% in the

emotional part of the brain and not a rational brain region. Knowing that the first reaction will always be emotional, we can now start constructing frameworks and strategies to leverage this fact for change making.

### **How an abstract term can be perceived?**

*Business transformation - Merger and acquisition:* Lay-offs (as a perceived potential outcome) generate fear and activate *fight or flight*, whereas systems optimisation (as an outcome) generates participation and activates positive decision making. Circumstances can be perceived differently and thus opinions and perceptions of employees have to be considered as subjective. Is what people are telling me actually what they want to tell me or is it an emotional reaction? Emotional matters are often polarised and thus create extreme views of emotional projections of the change. Having employees know what the plan is, how to implement it et cetera, is vital for them not to solely react emotionally but have a rational stance on the circumstance.

### **Following the way the brain makes its own stories**

1. Motivation / Why
  - Intrinsic motivation
2. Understanding / What
  - Focus on the process of change
3. Building the thinking patterns
  - Individual ownership

First the intrinsic motivation has to be communicated, why a change has to be made. Communicating what needs to be changed is the second step, to start rational thinking processes known as building the thinking patterns. Emotions fog your vision and rational thinking using strategy and logic makes you see clear, spot potential discrepancies or problems.

### **Sustainable Change**

It is about making sure that every change process will be successful. The idea is, that team training is necessary to develop skills and knowledge of employees to increase business productivity by the transfer of technical skills. Sustainable change depends on habits formed, mind management, skills and knowledge, and embedding these aspects into productive habits & processes for the new business productivity process. We are embedding the new values into the corporate culture.

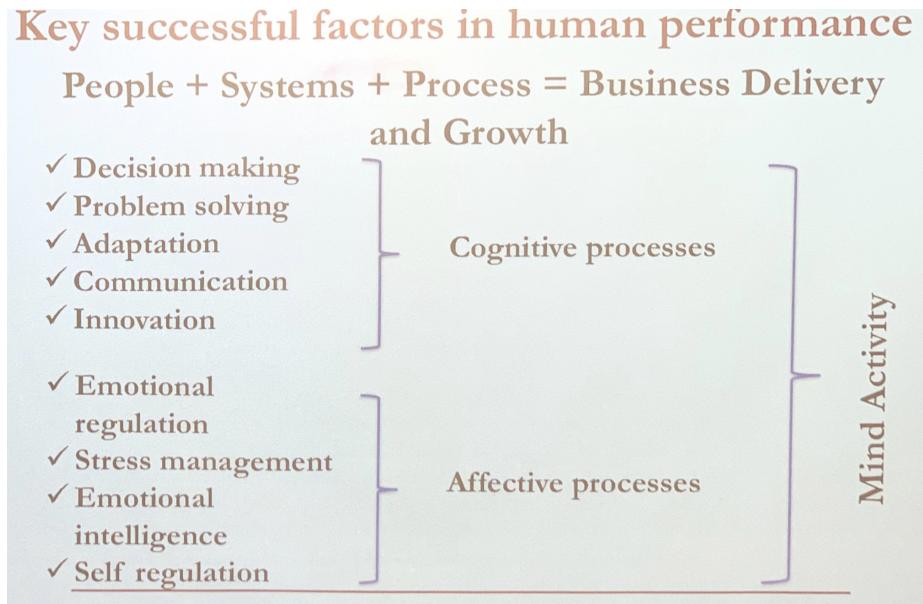


Figure 2: Mind Activity, Cognitive & Affective processes

### key successful factors in human performance

People + Systems + Process = Business Delivery and Growth. There are *Cognitive processes* and *Affective processes*, which are both subsets of *Mind Activity*. Cognitive processes include Decision making, problem solving, adaptation, communication and innovation. Affective processes include emotional regulation, stress management, emotional intelligence and self regulation. If the initiator of change does not understand the change fully, it cannot be possibly be integrated into business practices.

### Face to Face activation

When we experience face to face communication, mirror neurons fire at 1/6th of a second in team bonding to reach a contagion effect. Self identification in the subconsciousness can allow successful manipulation techniques, given a categorical imperative based behaviour system.

### Spindle Neurons

*Function:* Global firing rate regulation and regulation of emotional state *Shape:* Unique spindle-shaped projection neuron *Location:* Anterior cingulate cortex and Fronto-insular cortex They Are very long and combine emotion, belief and

judgement to establish empathy and trust. These neurons fire very fast, at 1/20th second.

## Neuroplasticity

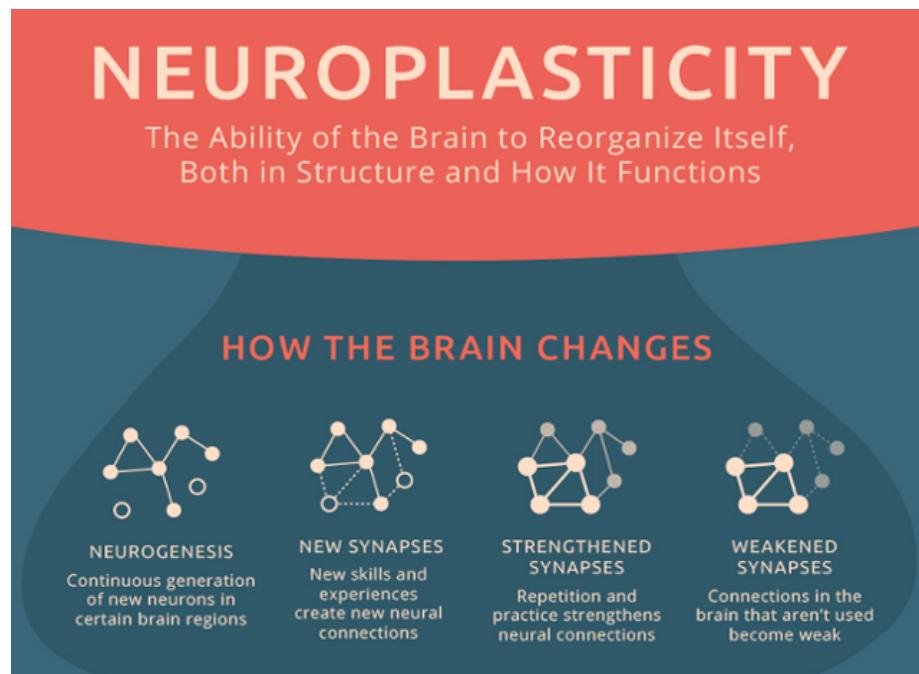


Figure 3: Neuroplasticity

The brain's ability to reorganize itself by forming new neural connections throughout life. Neuroplasticity allows the neurons (nerve cells) in the brain to compensate for injury and disease and to adjust their activities in response to new situations or to changes in their environment. Given the initiator of change, be it implicit or explicit in nature, will enable one to rewire their brain pathways.

## SCARF Model

The *SCARF* model is based on neuroscience research that implies that these five social domains activate the same threat and reward responses in our brain that we rely on for physical survival. Feeling threatened blocks our creativity, reduces our ability to solve problems, and makes it harder for us to communicate and collaborate with others. But, when we feel rewarded, our self-confidence soars, we feel empowered, and we want to do a good job.

## SCARF Model of Social Threats and Rewards



Figure 4: The SCARF Model

## SCARF – A MODEL FOR COLLABORATING WITH AND INFLUENCING OTHERS

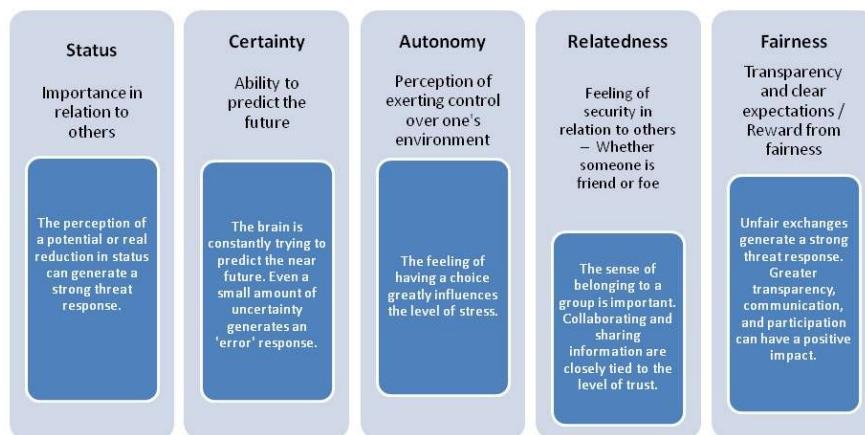


Figure 5: The SCARF Model described

The SCARF Model can help you to minimize perceived threats, and to maximize the positive feelings generated through reward when working alongside others. Doing this can help us to collaborate better, to coach people, and to provide more effective training and feedback. This “primitive” reaction helps to explain the sometimes strong emotional reactions that we can have to social situations – and why it’s often hard to control them. It’s instinct, and unfortunately we can’t just “turn it off.” For example, when we are left out of an activity, we might perceive it as a threat to our status and relatedness. Research has shown that this response can stimulate the same region of the brain as physical pain. In other words, our brain is sending out the signal that we’re in danger. Furthermore, when we feel threatened – either physically or socially – the release of cortisol (the “stress hormone”) affects our creativity and productivity. We literally can’t think straight, and this increases the feeling of being threatened. On the flip side, when we feel rewarded (for instance, when we receive praise for our work) our brains release dopamine – the “happy hormone.” And, of course, we want more!

**Key Takeaways** The SCARF Model was first developed by David Rock in 2008. It suggests that there are five social domains that activate the same threat and reward responses in our brain that we rely on for physical survival. These are: Status. Certainty. Autonomy. Relatedness. Fairness. You can use the model to work more effectively alongside others by minimizing perceived threats and maximizing the positive feelings generated by reward. It’s particularly useful if you need to collaborate with or coach others, or when you need to provide training and feedback.

## Change Capacity

When we interact with each other, build trust and solid team work. Motor neuron system trigger *dopamine*, lowering resistance to new ideas and gives more information absorbed. The higher dopamine levels also increase creativity and innovation.

## Kotter’s 8-Step Plan for implementing change

1. Establish a sense of urgency by creating a compelling reason for why change is needed.
2. Form a coalition with enough power to lead the change.
3. Create a new vision to direct the change and strategies for achieving the vision.
4. Communicate the vision throughout the organization.
5. Empower others to act on the vision by removing barriers to change and encouraging risk taking and creative problem solving.

6. Plan for, create, and reward short-term “wins” that move the organization toward the new vision.
7. Consolidate improvements, reassess changes, and make necessary adjustments in the new programs.
8. Reinforce the changes by demonstrating the relationship between new behaviors and organizational success.

What is needed to consider for implementing change.

Go over “*Motivation*” (Peter Drucker) from MGT200

## **Change Causes Anxiety**

Change Causes Anxiety as an energy. It can be positive and negative, given that positive can induce creativity, trust, respect, whereas negative fear can create a lack of the above, people might not agree as a change as being necessary (especially not when no collaboration/communication has been taken place),

## **Effect of clear, consistent values**

Induces high group trust, stronger collective identity, higher contribution and more creativity. Collaboration required clear and consistent values for self-identification to occur.

## **Respect**

### **Talk positively with people**

- Brain looks for alignment
- Matches things with resonate
- Think long term (consequential)
- Potential neurogenesis (PSNS)

Where as a lack of respect will lead to:

### **Ordering people produces the following:**

- Brain looks for differences and analyses data for why they are wrong
- Closes down optimism
- Short term goal
- Minimises contribution

## Empowerment

Meaningfulness adds value to an action, especially for employee management. Choice engages judgement about an aspect. Competence relates to satisfaction and pride while progress indicates moving forwards a character, until the firm's and the employee's values align.

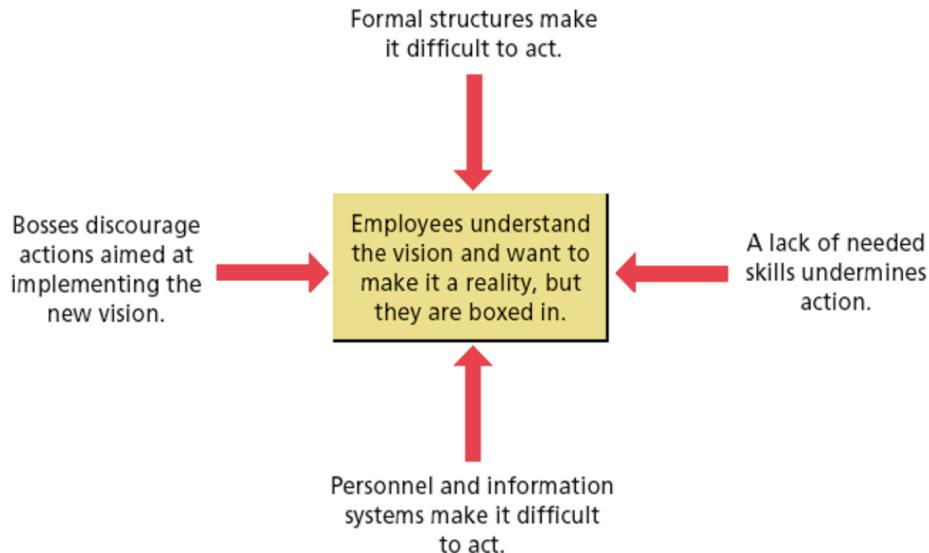


Figure 6: Barriers to Empowerment

Employees being boxed in, can be freed using empowerment. Barriers are necessary, but placing them in the correct places, for the correct people is important.

## Empowerment vs control

Flat management styles align with the tool of empowerment, whereas hierarchy style uses control to personalise time of employees. Communication is key in this process, to bring control terms / empowerment aspects to the employees.

## Organizational Stressors: Role Demands

**Role conflicts** Work expectations that are hard to satisfy, thus management should clearly define and re-adjust expectations.

**Role overload** Having *more work* to accomplish than time permits

**Role ambiguity** When role expectations are not clearly understood

Employee's roles within the company are vital, employees need to know what their role is to perform it. Thus, the role has to be clearly defined. If the role is not executed as expected, why is that? Was it not correctly described in the first place? Does the employee have too much work and too little time and hence the job doesn't get done? Or does the employee not understand what he/she is supposed to do? Laying out the role completely and without any loopholes for misunderstanding, is vital for employees to not come and complain about wrong job descriptions.

### **Too much work, too little time**

A national sample of U.S employees finds that they:

- Feel overworked 54%
- Are overwhelmed by workload 55%
- Lack time for reflection 59%
- Don't have time to complete tasks 56%
- Must multi-task too much 45%

### **Work stress and managing it**

**Stress** :A dynamic condition in which an individual is confronted with:

- an opportunity,
- constraint, or
- demand related

### **Managing stress**

- Organizational Approaches
    - Improved personnel selection and job placement
    - Training
    - Use of realistic goal setting
    - Redesigning of jobs
    - Increased employee involvement - Improved organizational communication
    - Offering employee sabbaticals
    - Establishment of corporate wellness programs
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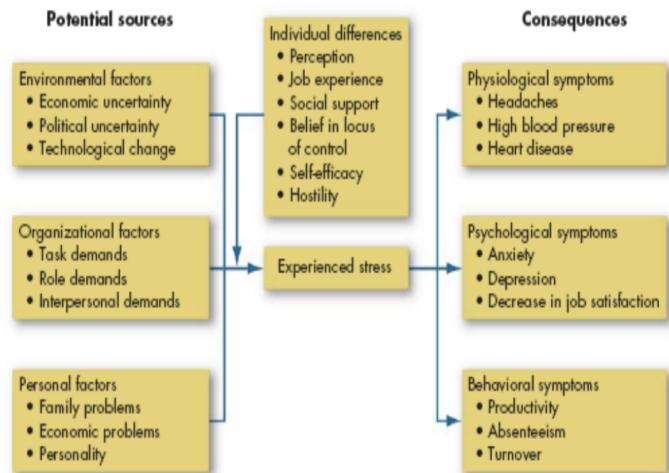


Figure 7: A model of stress

## References

The 8-Step Process for Leading Change - Kotter. (2019). Kotter. Retrieved 12 February 2019, from here