Why is Managing Change so Difficult?

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Approaches to Change

1. Establish sense of urgency
2. Form guiding coalition
3. Create a vision
4. Communicate Vision
5. Empower people to act on vision
6. Create ‘short-term’ wins
7. Consolidate improvements to produce further change
8. Institutionalise new approaches

Lewin 1951; Kotter 1995
What work problem is proving the most difficult to solve?
Solving what kind of problem?
What would you do?
Half of overweight people are healthy

Oliver Moody
Science Correspondent

Almost half of overweight people are healthy, according to a large study that argues weight is a "deeply flawed" tool for judging a person's fitness (Oliver Moody writes).

Public health experts also found that a third of people with "normal" weight have heart or metabolic problems usually associated with obesity, such as high blood pressure and diabetes.

The scientists warn that millions of patients may have been "misclassified" as unhealthy because of their high body mass index (BMI), a simple measure of their weight relative to their height. Several British private health companies and life insurers tailor their prices according to customers' BMI scores.

Researchers in California looked at medical data taken University of California Los Angeles, said many people did not realise it was entirely possible to be healthy in spite of being labelled obese. "Many people see obesity as a death sentence," she said. "But the data show there are tens of millions of people [in the US] who are overweight and in an attempt to bring down their BMI.

"Not only do these types of punitive policies exacerbate the well-established economic consequences of being heavy, they are also perceived as stigmatising by heavier individuals, which can have a host of negative
Three Types of Problems

- Critical problem - command/control:
  *Just do it (it doesn’t matter what you think)*

- Tame problem - management/technical:
  *Déjà vu (You’ve seen it before; you know what to do)*

- Wicked problem - leadership/adaptive:
  *Vu jàdé (You’ve never seen the problem before; you need to get a collective view on what to do about it)*
Increasing uncertainty about solution to problem

Increasing requirement for collaborative compliance/resolution
The Change Kaleidoscope

Balogun & Hope Hailey
<table>
<thead>
<tr>
<th>Feature</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time</td>
<td>How quickly is change needed</td>
</tr>
<tr>
<td>Scope</td>
<td>What degree of change is needed</td>
</tr>
<tr>
<td>Preservation</td>
<td>What organisational resources &amp; characteristics need to be maintained</td>
</tr>
<tr>
<td>Diversity</td>
<td>How homogenous are the staff groups and divisions within the organisation</td>
</tr>
<tr>
<td>Capability</td>
<td>What is the managerial and personal capability to implement change</td>
</tr>
<tr>
<td>Capacity</td>
<td>What is the degree of change resources available</td>
</tr>
<tr>
<td>Readiness</td>
<td>How ready for change are the workforce</td>
</tr>
<tr>
<td>Power</td>
<td>What power does the change leader have to impose change</td>
</tr>
</tbody>
</table>
Responses to Change: The Importance of Power

Active

Passive

Opposition

Support

Sue Dopson
5 Strategies for Change

- Education
- Incentives
- Participation
- Coersion
- Experts

Sue Dopson