

# MANAGING INDIVIDUAL CHANGE

## FB-LS Workshop - Module 4

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**FB-LS**

### **FINANCIAL & BUSINESS LITERACY IN SPORT WORKSHOPS**

Module 1: Entrepreneurship Career

Module 2: Continuing Development and Self-Improvement

Module 3: Reflective Learning

Module 4: Managing Individual Change

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# ***WHAT IS CHANGE MANAGEMENT?***

The “event” in  
life (e.g., at  
work in sports  
career)

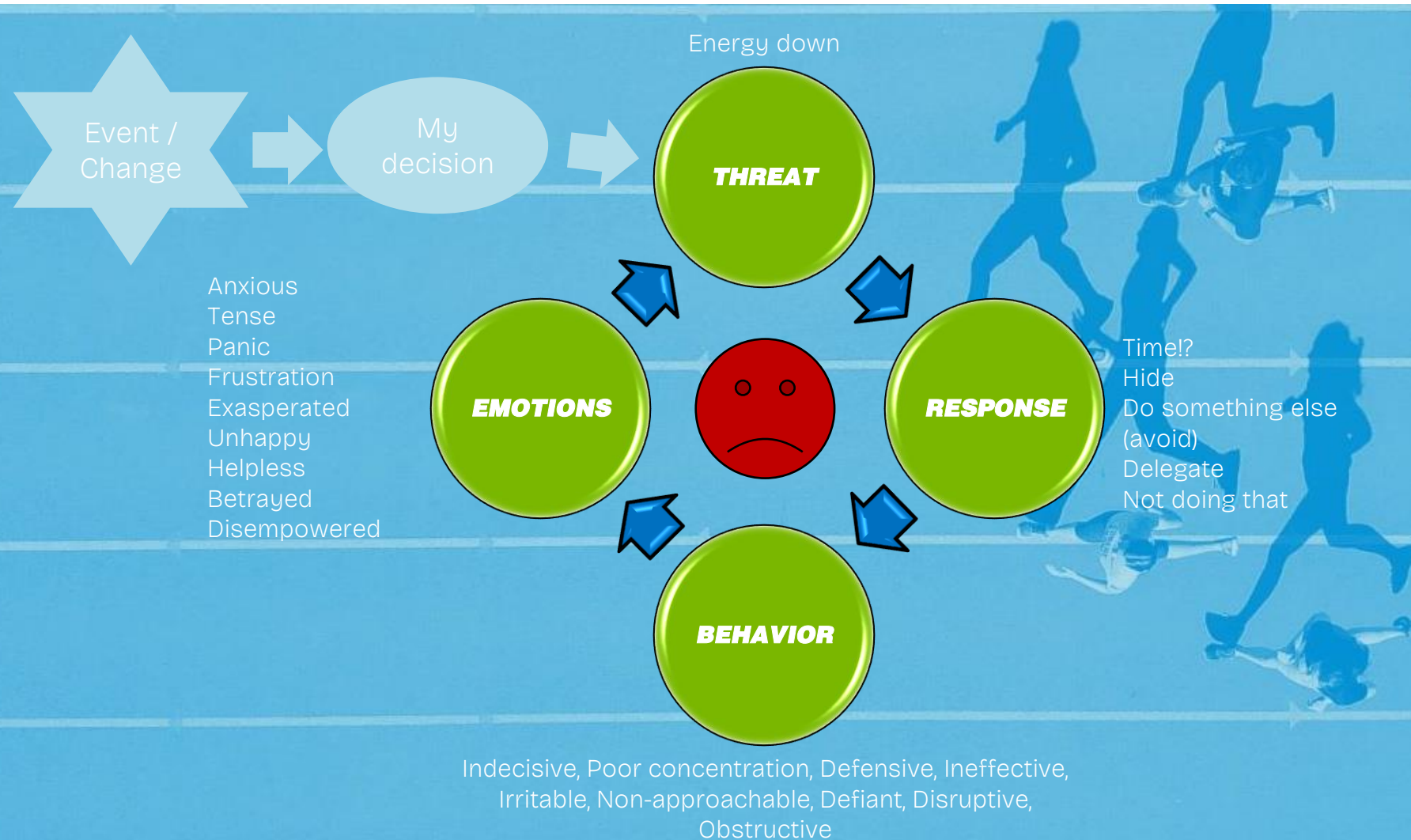
The individual’s  
psychological  
response

Change produces some degree of stress in humans.  
Some people perceive change as a threat.

***CHANGE PROCESS MUST BE MANAGED!***

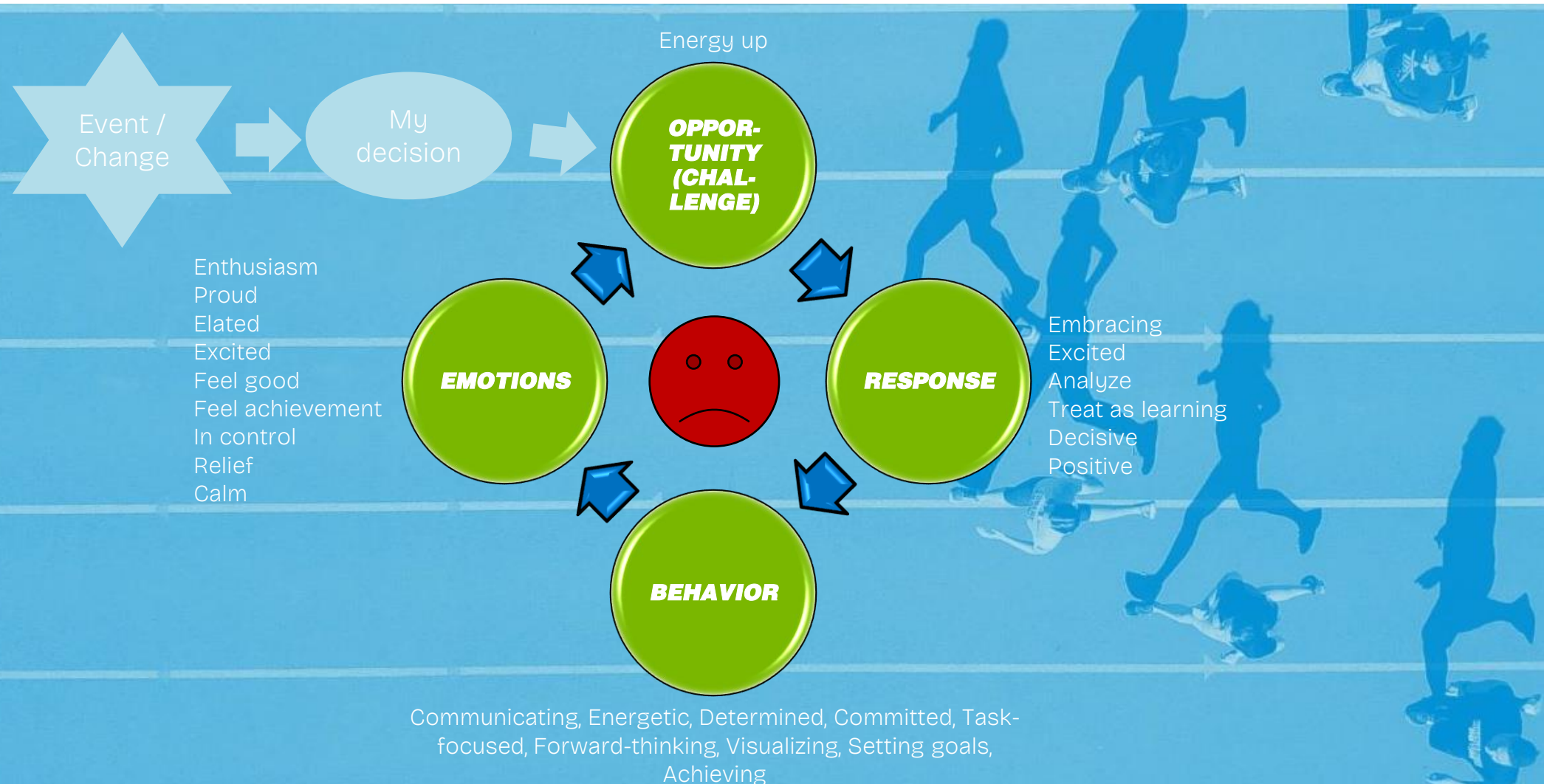


# INDIVIDUALS' REACTIONS TO CHANGE



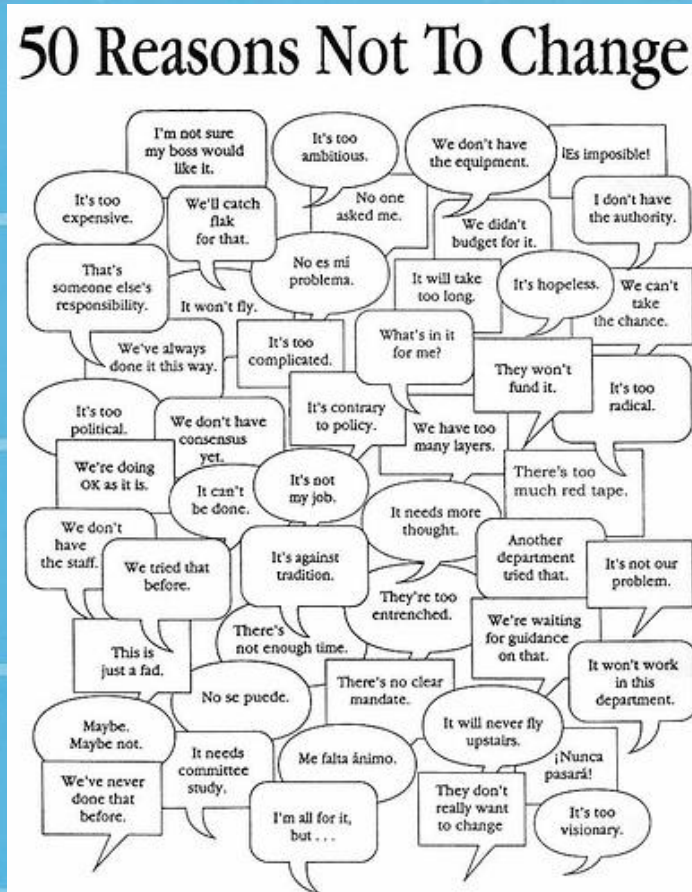


# INDIVIDUALS' REACTIONS TO CHANGE





# INDIVIDUALS' REACTIONS TO CHANGE



Political

Geographical



Financial

Cultural



Technical

Informational



Time restriction

**IDENTIFY BARRIERS:** : What are the barriers which will inhibit change?



# **INDIVIDUALS' BEHAVIORAL PROCESS OF CHANGE**

## **FINDINGS ABOUT THE BEHAVIORAL PROCESS OF CHANGE IN INDIVIDUALS:**

- the process depends on whether the initial impression of the change is positive or negative
- working through the curves takes time => there is only so much change an individual can cope with at a time
- a series of changes – even minor ones – can build on each other
- sometimes people don't adjust to change => getting 'stuck', for example, in denial and/or anger



# **INDIVIDUALS' BEHAVIORAL PROCESS OF CHANGE**

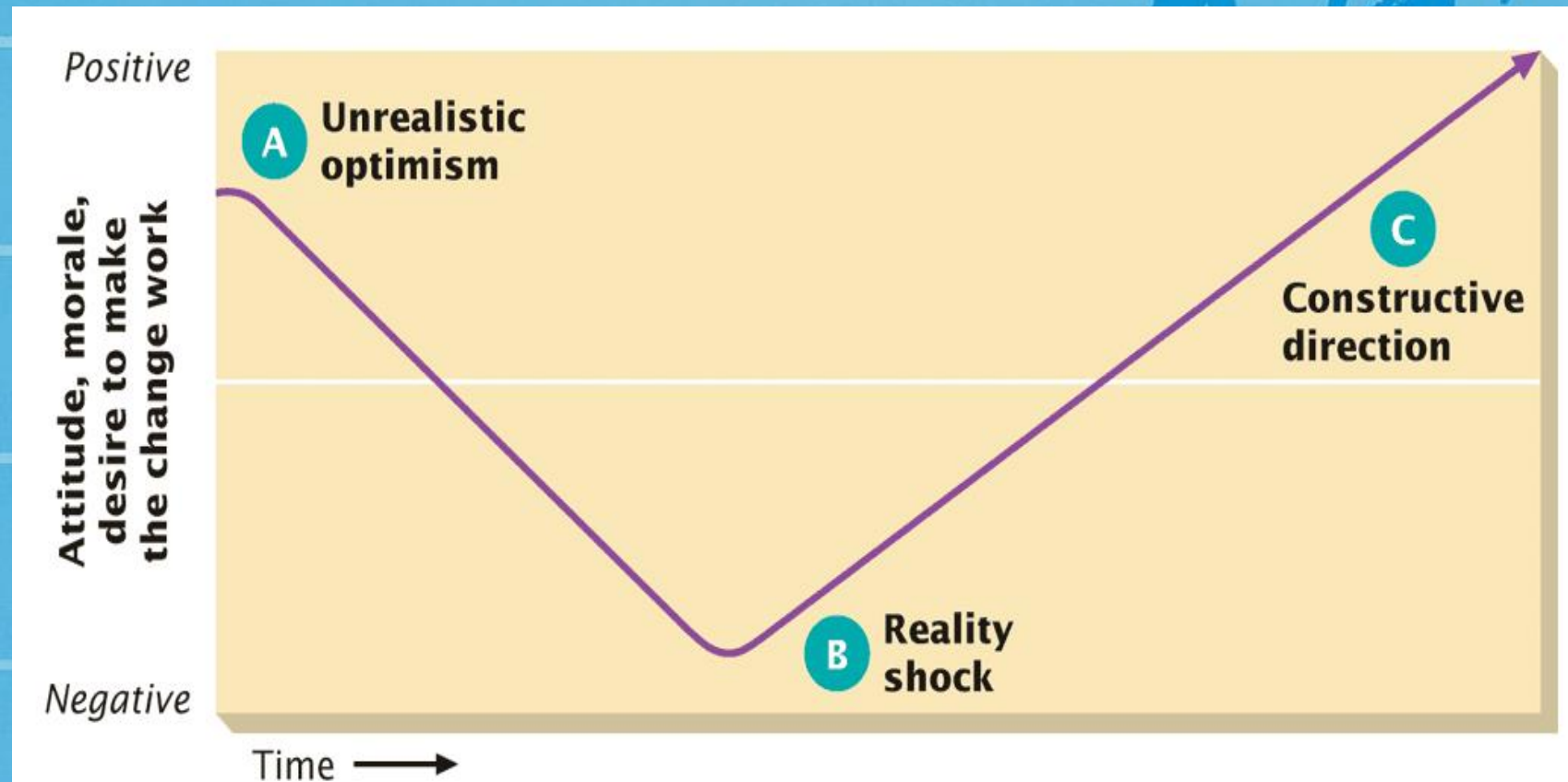
## **FINDINGS ABOUT THE BEHAVIORAL PROCESS OF CHANGE IN INDIVIDUALS:**

- the more traumatic an event is perceived, the longer it may take to adjust to it
- transition is easier if the change is chosen, meaningful and purposeful
- all professional and personal development is dependent on managing transition
- successful transition engenders personal growth and hence often builds self-esteem



# INDIVIDUALS' BEHAVIORAL PROCESS OF CHANGE

**POSITIVE CHANGE:** Initial positive feelings about the change

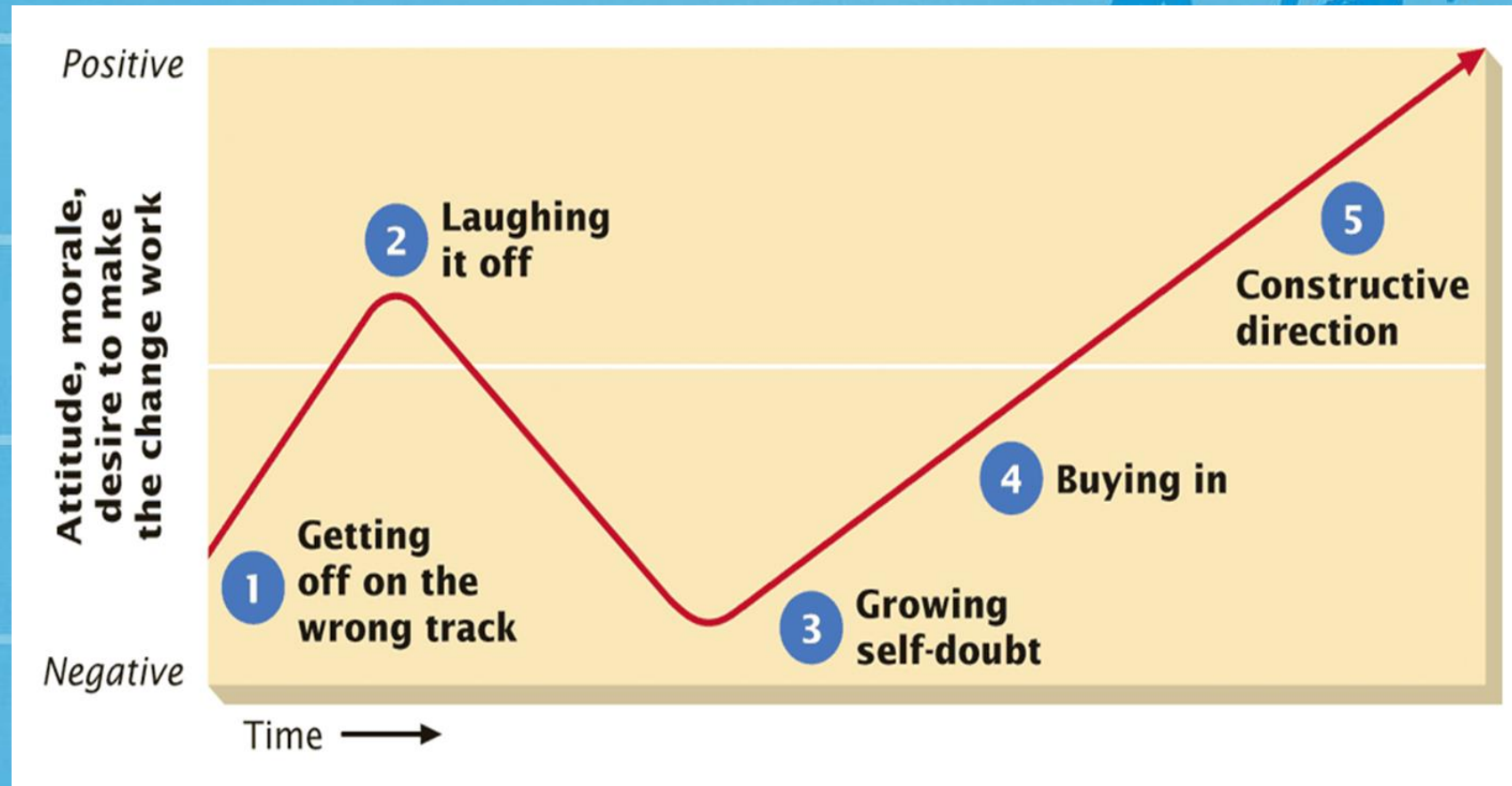






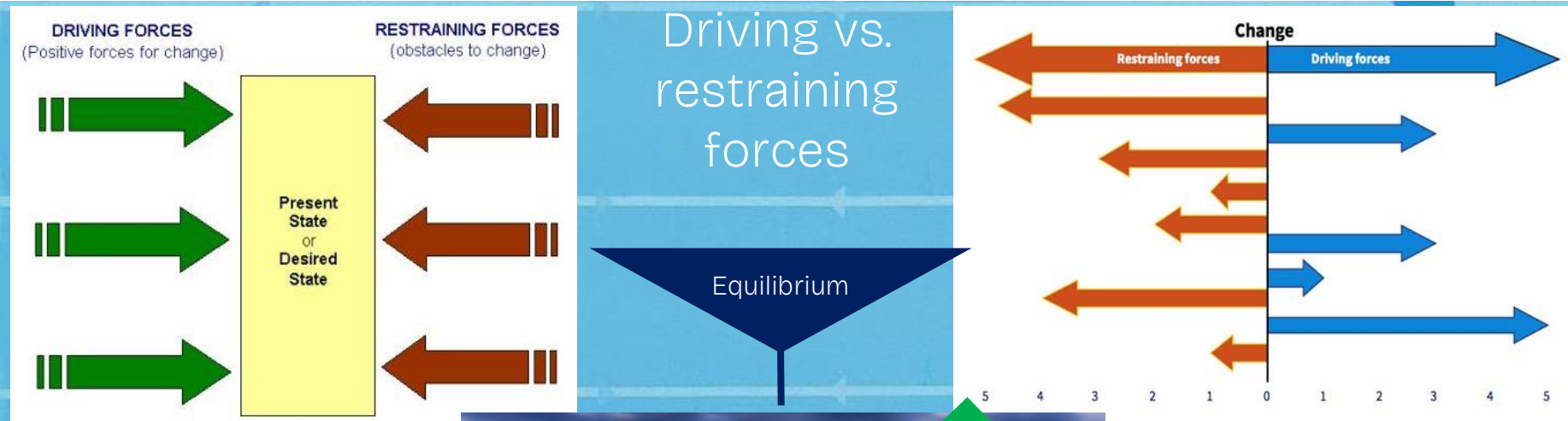
# INDIVIDUALS' BEHAVIORAL PROCESS OF CHANGE

**NEGATIVE CHANGE:** Initial positive feelings about the change





# MANAGING CHANGE (IN INDIVIDUALS)





# MANAGING CHANGE (IN INDIVIDUALS)

## LEWIN'S THREE STAGE PROCESS

### UNFREEZING:

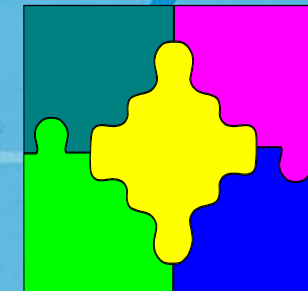
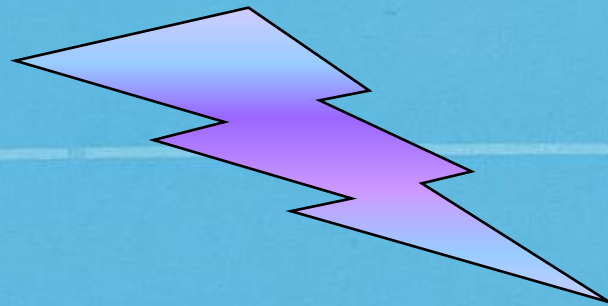
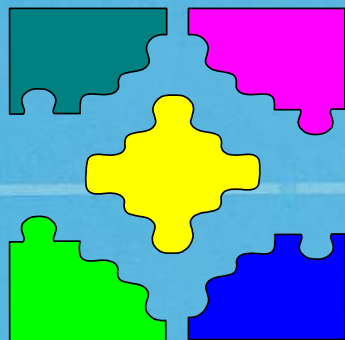
enabling people to recognize the need for change and reducing forces which support established ways of working

### CHANGE:

new attitudes and/or behaviors are developed and people move through various stages of change implementation

### REFREEZING:

ensuring that the change is sustained => the change is reinforced through supportive mechanisms, such as coaching appropriate policies and organizational norms





# **MANAGING CHANGE (IN INDIVIDUALS)**

## **FOUR FUNDAMENTAL NEEDS TO MANAGE INDIVIDUALS' CHANGE: KNOWLEDGE, SKILLS, MOTIVATION, STRUCTURE**

**KNOWLEDGE** (covers all the information people need to know in order to change)

- what does the change involve
- when
- interim steps
- who is responsible for what
- new policies
- where to find ongoing access to training





# **MANAGING CHANGE (IN INDIVIDUALS)**

## **FOUR FUNDAMENTAL NEEDS TO MANAGE INDIVIDUALS' CHANGE: KNOWLEDGE, SKILLS, MOTIVATION, STRUCTURE**

**SKILLS** (cover all the things people need to be able to do in order to change)

- new technologies
- new processes and procedures



# **MANAGING CHANGE (IN INDIVIDUALS)**

## **FOUR FUNDAMENTAL NEEDS TO MANAGE INDIVIDUALS' CHANGE: KNOWLEDGE, SKILLS, MOTIVATION, STRUCTURE**

**MOTIVATION** (refers to what people need to believe in to be able to change)

- why this change is being made
- what benefits can be expected
- why and how the change matters to the organization, culture, mission, etc.

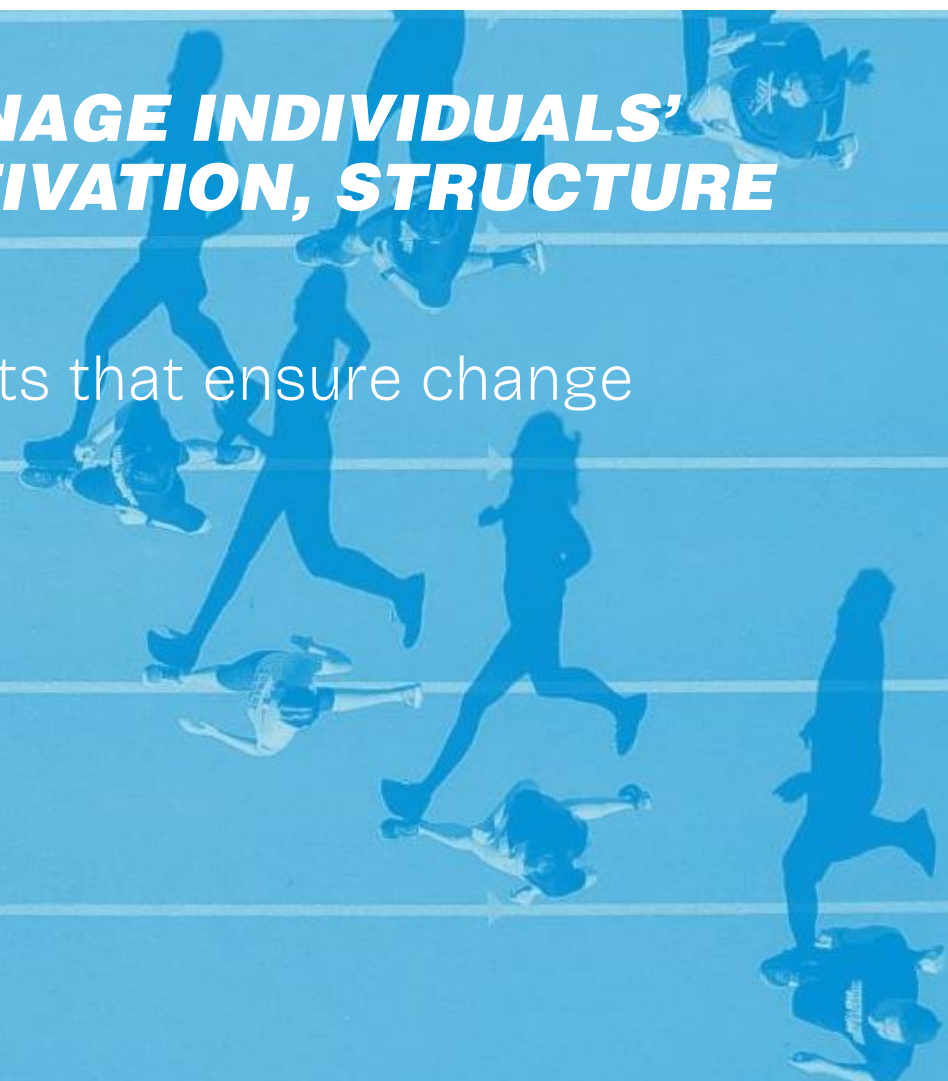


# **MANAGING CHANGE (IN INDIVIDUALS)**

## **FOUR FUNDAMENTAL NEEDS TO MANAGE INDIVIDUALS' CHANGE: KNOWLEDGE, SKILLS, MOTIVATION, STRUCTURE**

**STRUCTURE** (encompasses all the elements that ensure change happens, and reports on progress)

- success criteria and reporting
- program expectations
- management oversight and accountability





# ***MANAGING CHANGE (IN INDIVIDUALS)***

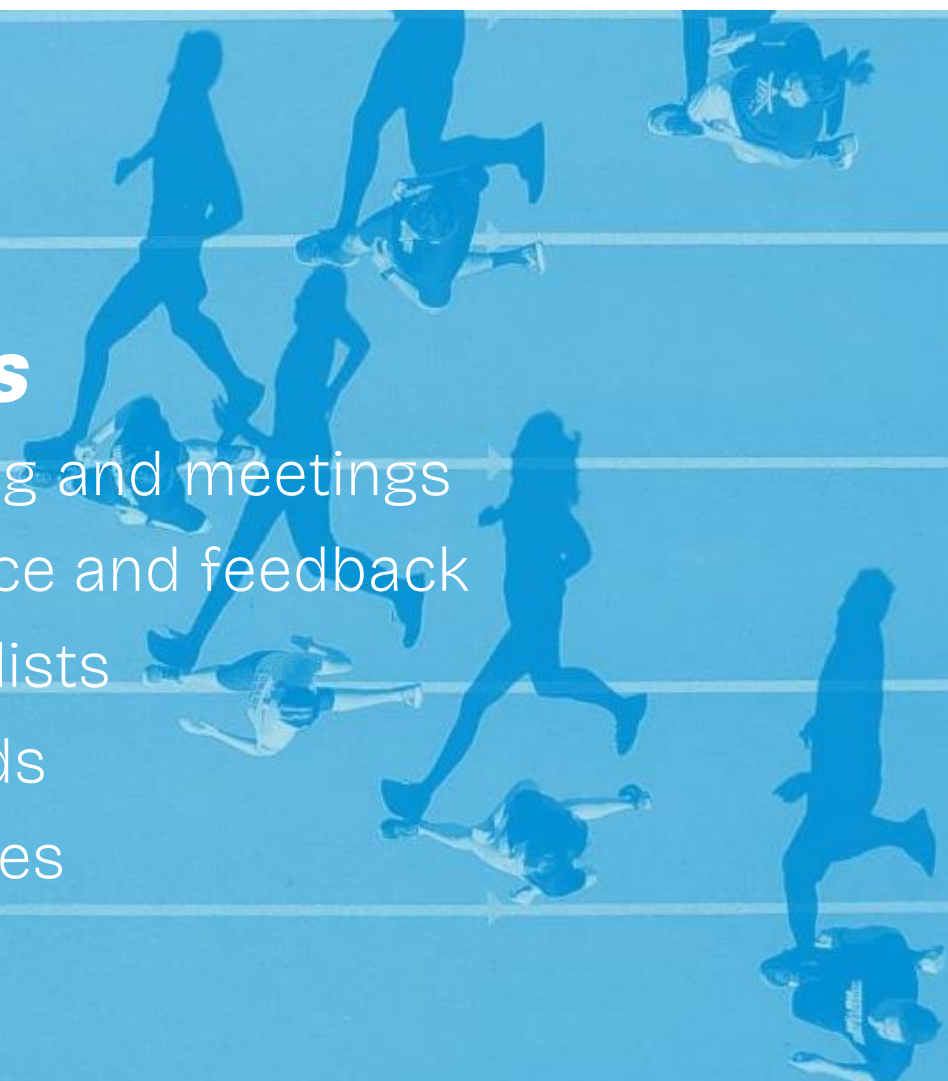
## ***TYPICAL WAYS TO MEET THESE NEEDS***

### ***KNOWLEDGE***

- communication
- documentation
- schedules and calendars
- memos, email
- meetings, teleconferences

### ***SKILLS***

- training and meetings
- practice and feedback
- checklists
- job aids
- coaches







# ***MANAGING CHANGE (IN INDIVIDUALS)***

## ***TYPICAL WAYS TO MEET THESE NEEDS***

### ***STRUCTURE***

- active sponsorship and support
- progress reports and follow-up
- feedback mechanisms
- ownership accountability
- advocacy program

### ***MOTIVATION***

- organizational “story”
- marketing campaigns
- leader advocates
- positive reinforcement
- accomplishment celebration





# MANAGING CHANGE (IN INDIVIDUALS)

## INDIVIDUAL CHANGE THROUGH THE ADKAR CHANGE MODEL

### Awareness

Aware of the change  
*AND* the  
reasons/need for it

### Desire

Desire to participate  
and support the  
change

### Knowledge

Knowledge to change  
– “how to change” and  
“how to perform”

### Ability

Where the change  
happens – ability to  
perform the change  
as expected

### Reinforcement

Reinforce the change  
to sustain it until you  
see results and it  
becomes the norm



# MANAGING CHANGE (IN INDIVIDUALS)

## AWARENESS

Being aware of the change and the reasons/need for it

### WHY?

- A clear, compelling case for the change

### CHALLENGES

- Comfort with status quo
- Credibility of source of change messaging
- Denial that reasons for change are real / debate over reasons for change
- Rumors / misinformation

### GET THERE BY

- Clear communication from trusted leaders, sponsors – drivers, opportunities, need for change
- Access to credible information
- Observable event / situation occurred (if relevant)

### SUCCESS WHEN

- “I understand the nature of the change and why this change is needed”



# MANAGING CHANGE (IN INDIVIDUALS)

## DESIRE

... to participate and support the change

### WHY?

- Translate reasons for change into motivation for personal, organizational change
- Incentive to change and/or fear of consequences
- I want to be a part of this
- I'll follow you
- Not changing is worse than changing

### CHALLENGES

- Comfort/security with the way we've always done things
- Fear of unknown
- Change misaligned with self-interest, values
- I don't know 'what's in it for me'
- Poor history with past change/low confidence of success (personal, organizational)

### GET THERE BY

- Visible, active sponsor(s)/coalition(s) of sponsors
- Personal engagement
- Proactively managing resistance
- Engaging staff in creating the solution
- Incentives aligned with change

### SUCCESS WHEN

- "I will be a part of this change"



# MANAGING CHANGE (IN INDIVIDUALS)

## KNOWLEDGE

... to change “how to change” and “how to perform”

### WHY?

- How to change (what I do during this transition)
- How to perform as desired in the future (what I do – skills and behaviors – to support the change)

### CHALLENGES

- Knowledge gaps (current vs. desired knowledge)
- Time demands
- Lack of resources
- Lack of information
- Individual capacity to learn

### GET THERE BY

- Well-designed education and training programs
- Mentoring and coaching
- Knowledge/cognitive aids

### SUCCESS WHEN

- Individuals already have awareness and desire
- “I know how to change and how to perform”



# MANAGING CHANGE (IN INDIVIDUALS)

## ABILITY

Where the change happens – ability to perform the change as expected

### WHY?

- Gap between knowledge gained and translation of knowledge into ability to perform

### CHALLENGES

- Lack of time to develop skills
- Hard to break old habits
- Psychological barriers and physical limitations
- Individual capabilities to perform
- Lacking support

### GET THERE BY

- Provide opportunities for hands-on practice, demonstration
- Availability of experts to help
- Engage coaches
- Access to feedback
- Monitor performance

### SUCCESS WHEN

- “I can put my knowledge into practice and perform”



# MANAGING CHANGE (IN INDIVIDUALS)

## REINFORCEMENT

... of the change to sustain it until you see results and it becomes the norm

### WHY?

- Natural for us to revert to old ways
- We too quickly move on to the next change without hardwiring what we did change
- Make the most of the investment made in the change

### CHALLENGES

- Lack of recognition altogether
- Lack of meaningful recognition
- Recognition not associated with achievement
- Negative consequences for performing desired behavior
- Incentives directly oppose the change

### GET THERE BY

- Visible performance dashboards, scorecards
- Direct feedback from leaders, peers
- Visible recognition from sponsors, leaders
- Celebrating program/project success
- Performance appraisals, compensation supports the change

### SUCCESS WHEN

- "I am doing my job differently and seeing the results"



# QUESTIONS?

