SOME FURTHER GUIDELINES
Additional Handout for Handling Change

Evolution vs Revolution

EVOLUTION – LET IT HAPPEN
'Evolution is not a force but a process, not a cause but a law.'
1. Follows laws.
2. Is slow.
3. Results in casualties.
4. Is environmentally constrained.

Benefits:
- Consultation leading to understanding.
- Value placed on experience.
- Change is tailored to needs and capabilities.
- Time to learn.
- Time to build commitment.

Risks:
- Piecemeal change.
- Pockets of revolution.
- Varying levels of awareness.
- Varying levels of commitment.
- Failure due to slow response.

REVOLUTION – MAKE IT HAPPEN
'Revolution is not a dinner party: it cannot be so refined, so leisurely and gentle. A revolution is an insurrection, an act of violence.'
1. Breaks laws.
2. Is rapid.
3. Results in casualties.
4. Breaks constraints.

Benefits:
- Sense of urgency apparent.
- Shock could break traditional mould.
- Top management commitment demonstrated.
- Early success could increase confidence.

Risks:
- Breaking the organisational values.
- Top down enforced change.
- Change seen as negative comment on middle management.
- Strategy not valid.
- Strategy not supported.
- Leaders exposed.

Be not afraid of moving slowly: be only afraid of standing still!

'Rules' for Introducing Change

This is something of a checklist about the management of change. It is designed to provide you with signposts during the process.

YOURSELF AND THE VISION
Before starting on the process, make sure that you have done all you can to clarify the end product and to take care of yourself and any other change agents.
1. Be absolutely clear in your own mind about the vision.
2. Secure agreement first concerning the substance of the change; clarify with the leaders what you want to achieve.
3. Create a vision of how things will be; in words, symbols and pictures.
4. Maintain the vision. Kill the 'Egypt wasn't so bad' idea.
5. Decide whether you want your change accepted or whether you want the credit. You may not be able to have both.
6. Maintain hope; look after your own emotional resilience.

COMMUNICATION
Perhaps the next most important aspect is the quality of communication, just when you might prefer to keep your cards close to your chest! This is the principal tool in taking people with you.
1. Make clear the cost of failing to change.
2. Provide as much information as possible, to as many people as you can, at every stage.
3. Admit the disadvantages; emphasise the balance of advantage. Don't fudge the implications. If there are to be winners and losers, say so at the outset.
4. Help people to be involved in the decisions.
5. Persuade at the emotional, spiritual and practical levels, not simply at the reasonable or intellectual. Be open, don't manipulate.
6. Stay close to people. Keep listening as well as talking.

SUPPORTERS AND OPPOSITION
Change is a process, not an announcement. It's about helping the opposition to become joint owners. Remember, most of your methods of taking people with you are denied to you after the decision-making.
1. Never take change into the wider organisation, church, or membership without first securing full support within the leadership.
2. Assemble and encourage your support. Find 'champions' – don't be a lone hero – they generally get martyred!
3. Listen to your opposition. Find out not simply what they are saying, but why they are saying it.

4. Predict where the key opposition lies. Be prepared to deal with all genuine opposition.
5. Beware of the totally new. Your opposition will be more likely to respond to ideas that are evolutionary rather than those which are revolutionary.
6. Don't wait for 100% support but take as long as you need to change. It shouldn't be allowed to drag on but neither should people feel pressurised. It will take longer than the keen radicals are likely to allow.

THE PROCESS

Change almost always follows predictable stages and the leader's job is to recognise and supervise those components.

1. Undertake proper research into methods, options, costs, alternatives, skills, 'predators' and competitors etc.
2. Remain flexible over the method and the timing of the change.
3. Initiate 'rites of passage': farewell suppers, commemorative services, commissioning of the new. Celebrate. Say goodbye positively to the old. Allow expressions of grieving.
4. Identify areas of discontent that others feel about the status quo.
5. Identify the first steps, and how they contribute to attaining the vision.
6. Regularly monitor the speed of the change. Both wrong extremes increase the casualty rate.

Attitudes Towards a Vision

Commitment Want it. Will make it happen. Will create whatever 'laws' (structures) are needed.

Enrolment Want it. Will do whatever can be done within the 'spirit of the law.'

Genuine compliance Sees the benefits of the vision. Does everything expected and more. Follows the 'letter of the law.' Good soldiers.

Formal compliance On the whole, sees the benefits of the vision. Does what's expected and no more. 'Pretty good soldier.'

Grudging compliance Does not see the benefits of the vision. But also, does not want to lose their job. Does enough of what is expected because they have to, but also makes it clear that they are not really on board.

Non-compliance Does not see the benefits of the vision and will not do what is expected. 'I will not do it; you cannot make me.'

Apathy Neither for nor against the vision. No interest and no energy. 'Is it five o'clock yet?'