

# ORGANIZATIONAL CHANGE

Overcoming fear and resistance in the  
pursuit sustainability





## Why Resistance?

- Loss of control
- Excess uncertainty
- Surprise, surprise!
- Everything seems different
- Loss of "face"



## Why Resistance?

- Concerns about competence
- More work
- Ripple effects
- Past resentments
- Sometimes the threat is real



## Realize that...

- All change is emotional
- Emotions are 4 times more powerful than logic



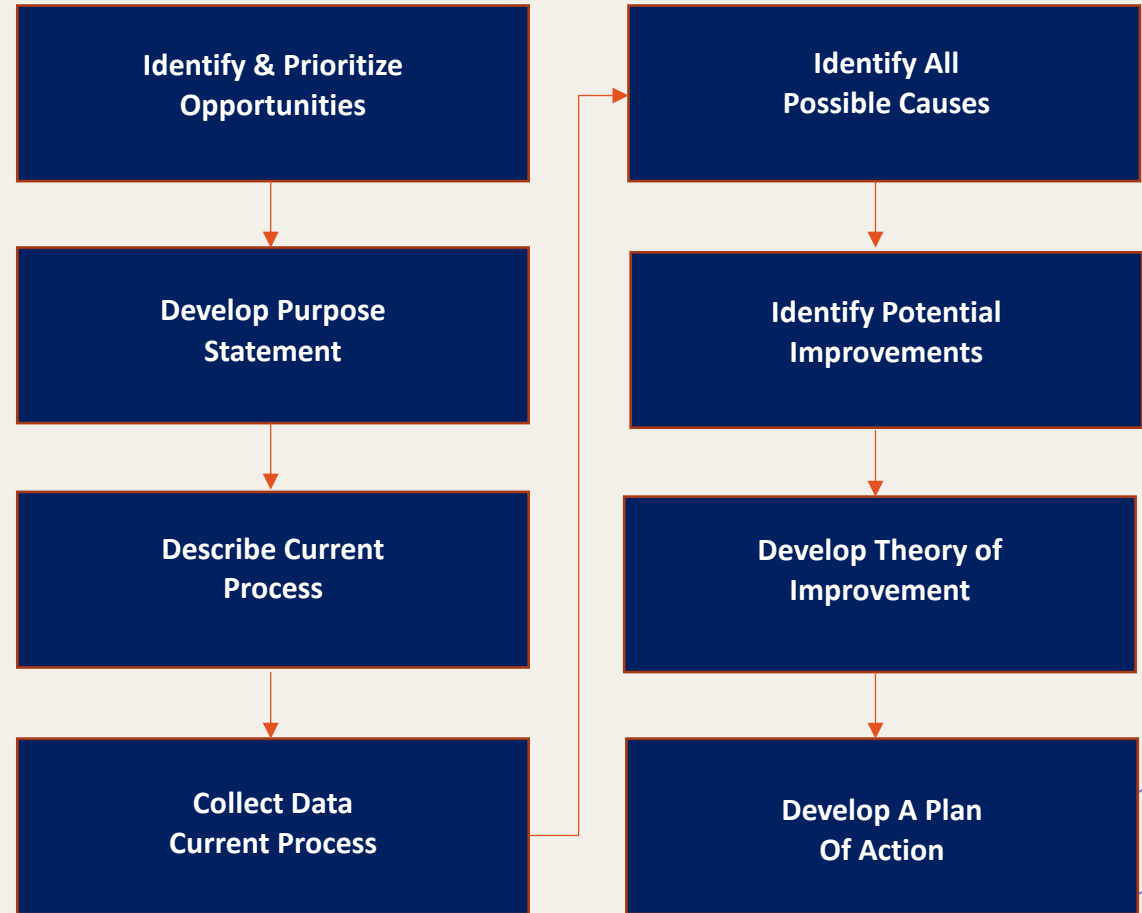
Overcoming resistance, or  
a process I call:

**LICK 'EM TO DEATH**

- Create a climate for change
- Engage and enable your CWRT
- Implement an unassailable change process...
- You may wish to call it "modernization".

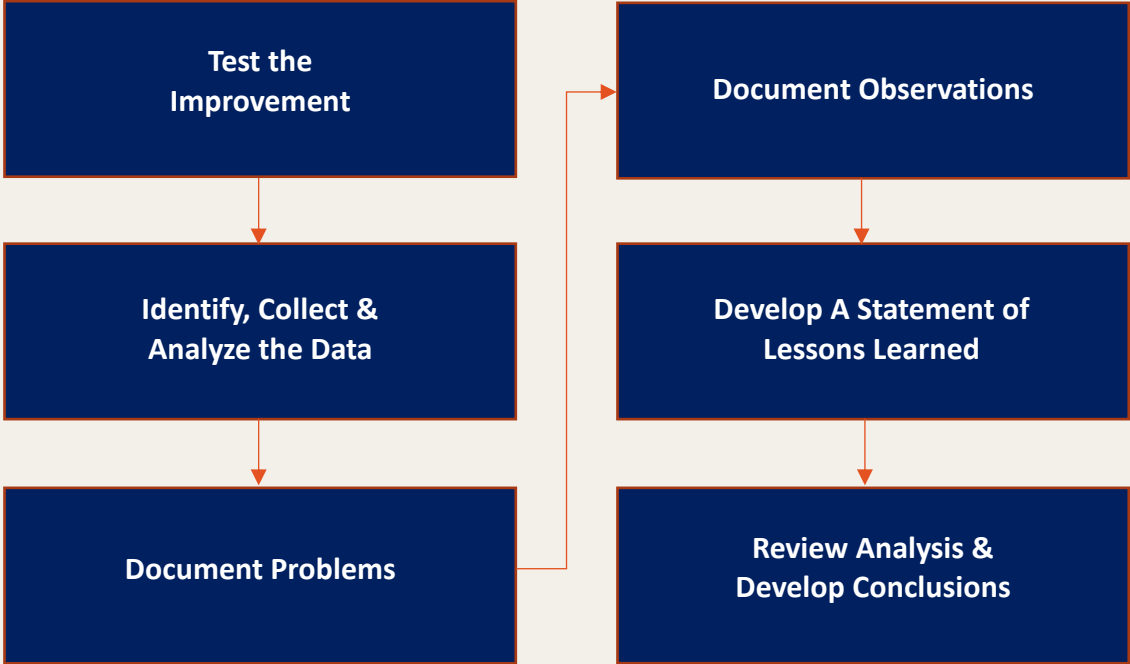


## PLANNING FOR CHANGE INITIATIVE



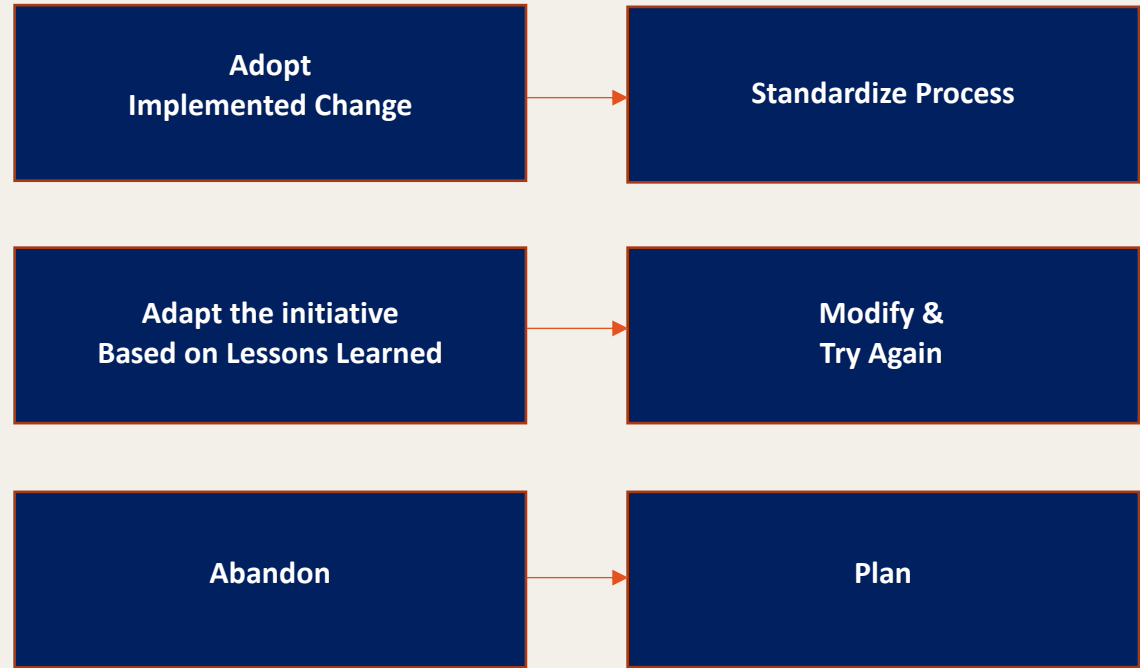


**TESTING & STUDYING THE CHANGE**





## AFTER-ACTION DECISIONS







## Change Example

- Accept CREDIT CARDS to pay for dues, meals & donations.



# Articulate Urgency

- Lay the groundwork for buy-in by sharing why change must happen now, rather than later
- Our members experience long lines to check in to make payments at monthly meetings. Many complain...



## Generate a Coalition

- Select a team to help guide the change.
- The coalition members must be competent, articulate and able to provide wise counsel.
- **Minimum: Need treasurer & check-in team.**



## Determine & Articulate the Vision

- Tell everyone involved where the change will take the CWRT in both the long and short terms.
- Increased transaction efficiency for check-in and payments.
- Better record-keeping.
- Little training required.



## Empower Individuals & Teams

- If you select a great team, turn them loose. Empower people and teams to make important decisions without fear.
- The team may decide to try an expansion to an online system of payment that includes cards.



## Quick Wins & the Consolidation of Change

- Document other change needs identified along the way and be willing to address them if necessary.
- As the CWRT began to attack the issue, they received many compliments.



# Sticking the Change

- Without monitoring and re-assessment, the positive gains of a change may erode over time.
- When the initiative was completed, lines were practically non-existent, members were happier and donations had increased.



# DISCUSSION