

Organisational Change and Dynamics

1) Discover – What outcomes are we after? What is the new direction we want to head in? What information do we need and where would we find this?

2) Choose – what options are possible to move us toward the new direction? What choices do we have? What are the issues with each option? What change processes could support the option chosen?

3) Vested interests – who are the individuals/ groups that most impacted by these options that we are considering? What is my relationship to them? What are the networks and how would I engage them?

4) Coalitions and Leadership – What are the informal and formal groups that have a say in this direction/option? Who has the power to make or break the choices/options that I am thinking of progressing? What is my relationship with them? How would I engage them? What are the relationships between the key leaders in this scenario?

5) Act – what actions would I undertake to ensure that this option is progressed and has ownership at many levels?

6) Organisational defences – who has reacted to what has been done? What have they done as a result? What are the consequences of their actions? How do I now need to engage them and how will I best do this?

7) Fear of Failure – What do I do when I fear my own failure regarding something I am leading/responsible for?

Who might perceive that this new approach/decision as impacting negatively on them and therefore may feel threatened/may feel as though it will be a failure for them?

How do I manage this now? How do I maintain the relationships? Who would I need to re-engage with?

8) Contradictions and conflict – in what parts of the organisation are people taking up the new option/decision (early adopters) and where in the organisation are others struggling with it? What are the outcomes for the new direction/decision as a result of this struggle?

9) Anxiety and Basic Assumptions – Have people become very anxious as a result of this decision/direction? What is the result of that in their workplace? What values and beliefs about their work/or how their work should be done, has this decision challenged? How has the new decision impacted on them in their roles?

10) Shared Mental models – what would be a way to describe the new direction and options in ways that people relate to and own? How can we bring the best of the old and new together?
