

# Bringing About Change In Organisations

using Rino J Patti and Herman Resnick ideas

"We do not see things as they are, we see them as we are"  
The Talmud  
"Professional values should be placed above organisational allegiances."  
Patti and Resnick

## SECTION I Checklist for Considering Change

- 1 Identify your cause  
Q What can be done?  
What do you ultimately want to achieve?  
What are your short term goals?  
Where are you heading?
- 2 Analyse the power bases  
Q Who has legitimate authority?  
Who has personal power as a result of personal values or expertise?  
Who has coercive power - i.e. the capacity to reward or sanction?  
Who do significant people refer to for role models etc?  
How are decisions made?
- 3 Identify your target system  
Q Who can bring about the change you see as desirable?
- 4 Clarify your personal commitment  
Q What personal risks are you prepared to take?  
e.g. your employment  
your personal credibility  
your friendships  
How much energy do you have?  
How much time are you prepared to give?  
What negative side effects are you prepared to tolerate to achieve your aims?
- 5 Identify the resources available to you  
Personal resources - skills, time, people, energy.  
Q Within the organisation - who, where are they in the system, what commitment do they have, what time, energy, skills etc. do they have?  
Q Outside the organisation - who are your allies to pressure the organisation, to create a climate for change?
- 6 Determine your strategy to achieve aims  
Define parameters of effort to effect desired change.  
Q Is more than one strategy necessary either simultaneously or sequentially?  
Anticipate (as far as possible) consequences of action - simultaneously or sequentially.  
Determine ways of dealing with the consequences.  
Be prepared to adjust or alter strategy as the scenario unfolds.  
Chose A or B  
A - Collaborative Strategy ) Refer to Section II  
B - Adversary Strategy )  
7 Implement the chosen strategy - see Section III  
8 Evaluate the outcome  
Q Have you achieved your aims?  
What have you learnt?  
What might you do differently?

## SECTION II Checklist for Considering Change Choice of Strategy

A

\*Collaborative Strategy  
The collaborative strategy is one which works with the target system to bring about change. To work with the target system the target system must be rational, open to new ideas, acts in good faith. As this involves reciprocity or bargaining, you must also be prepared to be rational, open to new ideas, accommodating, flexible and so on.

B

### Adversary Strategy

The adversary strategy is one which works against the target system to bring about change. Before deciding to adopt the adversary strategy you should satisfy yourself that a collaborative strategy would not work. In other words, the target system operates from a fixed position and will resist the change you wish to bring about.

Identify the reason for this resistance - a possible list to consider:

- different value base from your own
- defers to different authority
- ignorance
- has an investment in the present position
- fear of anticipated consequences of change
- believed or real financial constraints

To determine which adversary strategy to implement you must make it less desirable for the target system to maintain its present position. The reasons for the resistance are crucial to determination of strategy.

## SECTION III Checklist for Considering Change Implementation of Chosen Strategy

A

To Implement Collaborative Strategy, some approaches to consider .....

1

You will need to provide information about the problem as you see it.

2

You should provide alternative courses of action for target system to choose. Make it easy for the target.

3

You could request support for experimentation to try you idea to see if it will work.

4

You could create new opportunities for improved communication so that ideas may be expressed, discussed, build up trust relationships, express feelings, identify energy for change, levels of commitment, values, problems etc.

5

Appeal to the conscience of the target system, professional ethics, values etc. If it is rational it may respond.

6

Persuade by logical argument, possibly supported by selective data.

7

Point out negative effects of present policy - educate the target.

8

Identify and use resources available to you.

B

To Implement Adversary Strategy, some approaches to consider .....

Once you have determined the need for the adversary strategy and the reason for the resistance to change you could choose from the following:

1

Petition

2

Confront in a public forum.

3

Bring about sanctions against the agency, e.g. financial, professional, political (link these to reasons for resistance).

4

Encourage public criticism - use the media, public meetings, etc.

5

Encourage non-compliance inside and/or outside the agency.

6

Use unions for strike action.

7

Picket.

8

Use the law - litigation, prosecution.

9

Bargain.

10

Identify and use other resources available to you.

NB

Choice of strategy should be determined by the issue, the degree of flexibility of the target system and that which is likely to most effective, not by your lack of skills of analysis or ability to implement a strategy.