

# FACES OF CHANGE

## *Strategies for Effective Change Management*

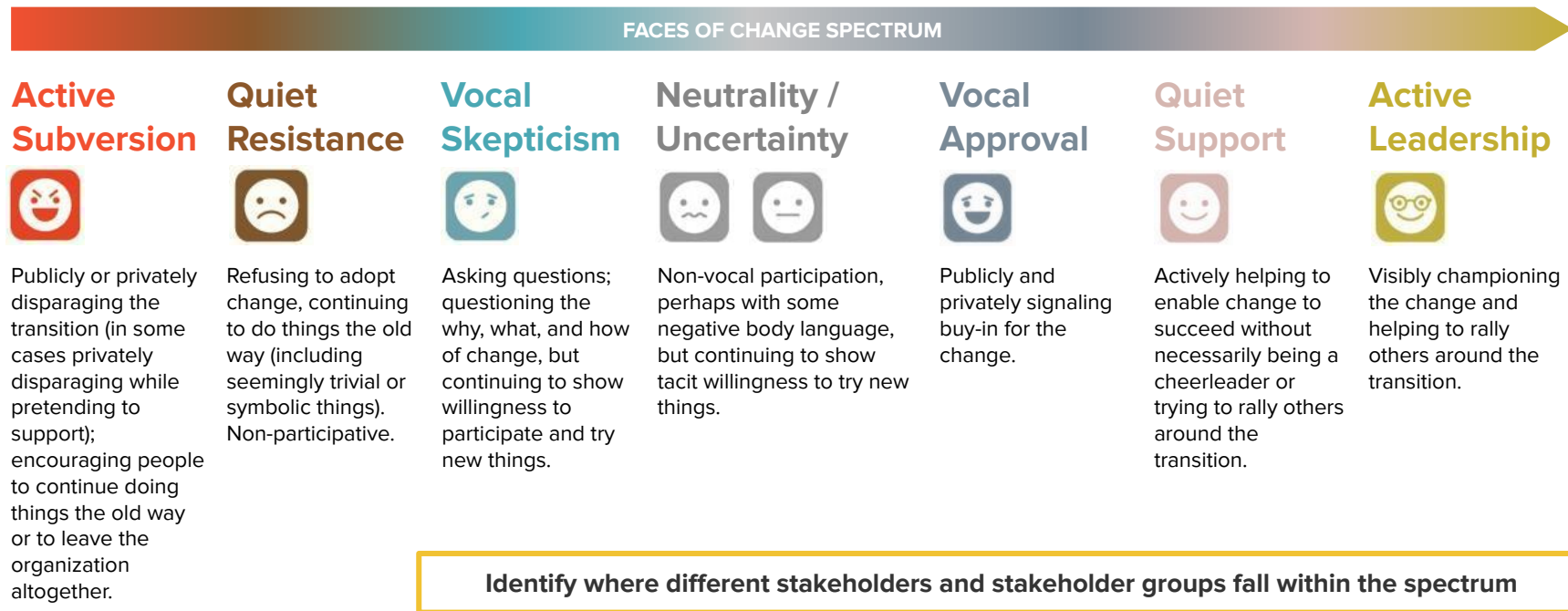
Navigating transformation is as much about strategy as it is about people. The following insights highlight the different responses to change and the engagement tactics that can turn resistance into momentum. Understanding these dynamics is key to driving successful outcomes.










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FACES OF CHANGE SPECTRUM	RESPONSE	ENGAGEMENT STRATEGIES AND TACTICS
	 <b>Active Subversion</b>	<b>Firmly communicate the boundaries of acceptable response to change:</b> resistance is a natural response to change, but <b>actively encouraging other people to resist change should not be tolerated</b> . Active subversion often indicates the need to <b>find a new role</b> or depart the organization.
	 <b>Quiet Resistance</b>	Resistance is a <b>natural response</b> to change. Use the Change Curve to accommodate a moderate degree and period of resistance. Use the OCM Depth Scale to ensure communications strategies <b>address the irrational sources of resistance</b> .
	 <b>Vocal Skepticism</b>	Skepticism <b>can be a healthy sign</b> . Skeptics tend to be invested in the organization's success and <b>can be turned into vocal and active supporters</b> if they feel their questions and concerns have been heard and addressed.
	 <b>Neutrality / Uncertainty</b>	Most fence-sitters will <b>approve and support change when they start to see concrete benefits and successes</b> , but are equally <b>likely to become skeptics and resisters</b> when they see signs of failure or a critical mass of skepticism, resistance, or simply ambivalence.
	 <b>Vocal Approval</b>	Make sure that espoused approval for change isn't masking resistance or subversion. <b>Engage vocal supporters to convert them into active enablers or champions of change</b> .
	 <b>Quiet Support</b>	<b>Engage quiet supporters to participate</b> where their skills or social and <b>political capital</b> might help enable change across the organization. This could either be formal or informal, as too much formal engagement can invite minor disagreements and slow down change.
	 <b>Active Leadership</b>	Engage some of the active cheerleaders and champions of change to <b>help deliver communications (and in some cases training)</b> to their respective groups or teams.