

TigerGuides

Change Management Strategies

Resistance	Coping Strategies/ Role of TigerGuides
<p>Lack of Trust</p> <ul style="list-style-type: none"> • Belief there are hidden agendas • Mistrust increases suspicion and resistance 	<ul style="list-style-type: none"> • Refer faculty, staff and students to the TIGER<i>i</i> web site: http://www.isu.edu/tigeri • Build trust by quickly disseminating information in an appropriate format for each of your constituents (e-mail, signs, mailbox, etc.).
<p>Belief that Change is Not Feasible</p> <ul style="list-style-type: none"> • Belief that change will not succeed • Experience with similar change activities not successful 	<ul style="list-style-type: none"> • Reiterate that project is an enterprise project, led by an experienced project manager, whose time is 100% dedicated to TIGER<i>i</i>. • Communicate the many training and support resources that are dedicated to TIGER<i>i</i>. • Communicate your role and the Pathway to Customer Service.
<p>Relatively High Cost</p> <ul style="list-style-type: none"> • Concern about cost / benefit • Concern about time required to learn new routines 	<ul style="list-style-type: none"> • Acknowledge that familiar routines will change and that an investment of time is required to learn new business processes. • Communicate that a significant goal of the project is to provide greater access to information for faculty and staff and to improve the efficiency of operation of the university.
<p>Loss of Status and Failure</p> <ul style="list-style-type: none"> • Fear of not being the recognized “expert” or problem solver 	<ul style="list-style-type: none"> • Provide support by showing concern and empathy; show respect and treat with dignity. • Communicate there are dedicated training resources to assist them in learning the new business processes.
<p>Resentment of Interference</p> <ul style="list-style-type: none"> • Dislike change being foisted upon them 	<ul style="list-style-type: none"> • Provide support by showing concern and empathy; show respect and treat with dignity. • Share relevant information from the TIGER<i>i</i> web site that is relevant to each of your constituents.

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Resistance	Coping Strategies/ Role of TigerGuides
<p>Belief that Change is Unnecessary</p> <ul style="list-style-type: none"> • Belief there is no evidence of problems • Belief that current business processes are OK 	<ul style="list-style-type: none"> • Pull and share specific information from the TIGERi web site that is relevant to each of your constituents. • Refer faculty, staff and students to the TIGERi web site: http://www.isu.edu/tigeri to learn more about the project.
<p>Economic Threats</p> <ul style="list-style-type: none"> • Belief that changes will result in reduced job security 	<ul style="list-style-type: none"> • This belief/fear is typically associated with the fear of losing status and fear of personal failure. • Provide support by showing concern and empathy; show respect and treat with dignity. • Communicate that there are training resources available to assist them in learning the new business processes.
<p>Fear of Personal Failure</p> <ul style="list-style-type: none"> • Lack of confidence in learning something new 	<ul style="list-style-type: none"> • Acknowledge that the TIGERi project will require everyone to learn new ways of doing their work or doing business with ISU. • Provide support by showing concern and empathy; show respect and treat with dignity. • Communicate there are dedicated training resources to assist them in learning the new business processes.

Source: Connor, D.R. (1995). *Managing at the speed of change: How resilient managers succeed where others fail*. New York: Villard Books

General Coping Strategies

Provide Support	The 3 C's
<ul style="list-style-type: none"> • Show concern and empathy • Show respect; treat with dignity • Be available to help 	<ul style="list-style-type: none"> • Communicate • Communicate • Communicate



Praise and Celebrate Success!

Reference: Robbins, Stephen P. (2005). *Essentials of Organizational Behavior 8th Edition*. New Jersey: Prentice Hall