

CHAPTER 6

Managing Change

Life Is Always Changing

- **“We either get better or worse, we never stay the same”**
- **Change is a fact of business life today.**
- **Overcoming resistance to change will test and challenge your people skills and will hone them as well.**

Lesson Objectives

- Outline and discuss examples of the 4 variables of change.
- Differentiate between various coping mechanisms people utilize with change.
- Identify organizational attributes and leadership techniques that are successful in mitigating the negative effects of change on staff.
- Develop appropriate leadership and management strategies focusing on the needs of organizational improvement and organizational change.

Four Variables of Change

- **Strategy** - We can approach a problem differently
- **Structure** - Align different responsibilities to positions.
- **Technology / Innovation** - We can use tech to simplify, streamline or do something new.
- **People** - Turnover, talent management, recruiting, growth

Table 6.1 The Four Variables of Change

Strategy	Structure	Technology	People
Corporate (growth, stability, and turnaround and retrenchment)	Principles (unity of command and direction, chain of command, span of management, division of labor, coordination, balanced responsibility and authority, delegation, and flexibility)	Machines	Skills
Business level (prospecting, defending, and analyzing)	Authority (formal and informal, line and staff, and centralized and decentralized; levels of authority)	Systems process	Performance
Functional (marketing, operations, finance, and human resources)	Organizational design (departmentalization)	Information process	Attitudes
	Job design (job simplification, rotation, enlargement, enrichment, and work teams)	Automation	Behavior

Change and Locus of Control

There are certain changes we can control, and some we cannot.

Changes we can control -

- **Strategic planning, preparation, insight, develop people**

Changes we cannot control -

- **Develop all to utilize a growth mindset, appropriate sense of urgency, attention to detail.**
- **Calm & confidence - Often how we react is just as important as what we do.**

Change Considerations

Why is change occurring?

- **Deterioration of organizational culture**
- **Economic**
- **Demographic**
- **Perceptions of stakeholders**
- **Societal Norms - How people access information?**
- **Consumer tastes and preferences**

Continuous Change

Managers need to influence (lead) employees to continually make changes to improve performance. Controls are used to monitor progress toward meeting objectives, and changes are made to stay on track to achieve the objectives.

- **Comes from evaluation process related to decision making, etc.**

College Athletics - Discussion

1. **Strategy Changes?**
2. **Structure Changes?**
3. **Technology Changes?**
4. **People?**

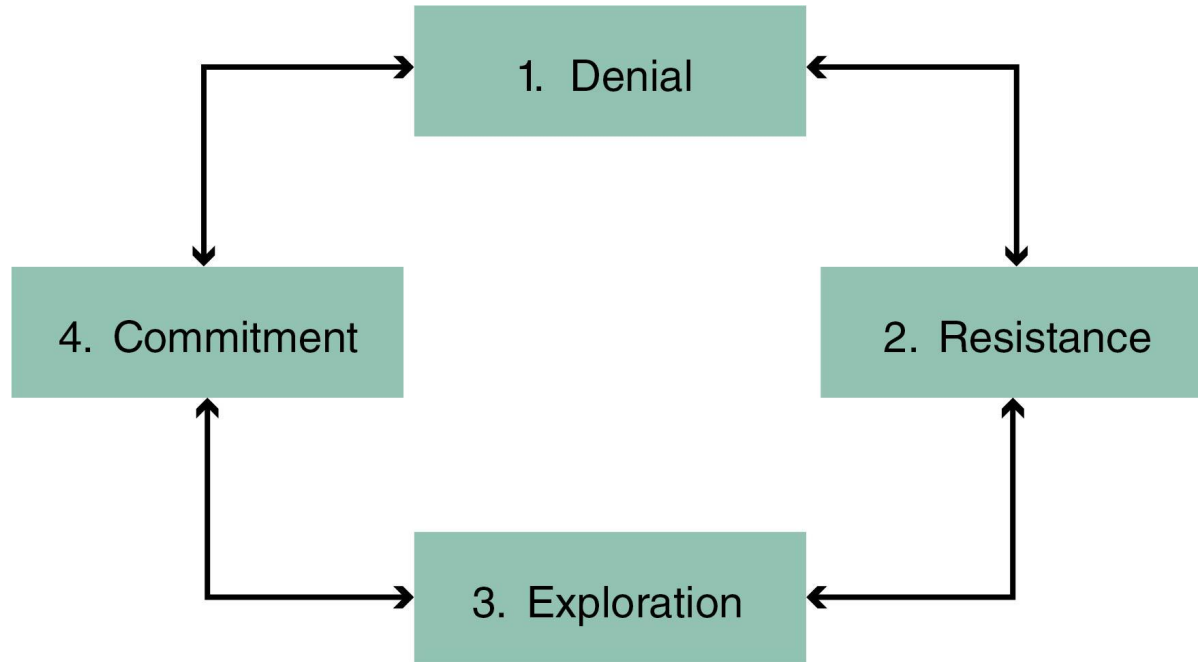
Hard Good / Apparel Manufacturers - Discussion

- 1. Strategy Changes?**
- 2. Structure Changes?**
- 3. Technology Changes?**
- 4. People?**

Scholastic and Non-Profit Changes

1. **Strategy Changes?**
2. **Structure Changes?**
3. **Technology Changes?**
4. **People?**

Individual's Reaction to Change (Sometimes)



Why People Resist Change

- **Uncertainty creates fear.**
- **Inconvenience is off-putting.**
- **Their self-interest is threatened.**
- **We all fear loss.**
- **Lack of control is often an issue.**

How to Overcome Resistance

Centers on development of relationships and growth mindset.

- **Create a trust climate.**
- **Develop a change plan - communicate it effectively**
- **Connect the change plan to the vision.**
- **State why change is needed and how it affects them.**
- **Create a win-win situation.**
- **Involve people in decision making, create ownership, and provide support.**

Further Evaluation

- 1. How can we cultivate a growth mindset in our employees? - show evidence of understanding of growth mindset. (Dweck)**
- 2. Analyze change considerations for the general sport organization types listed.**
 - a. Apparel and hard goods**
 - b. Collegiate athletics**
 - c. Scholastic / Public sector**