

The Statistics

70% of organizational change initiatives fail

3 key reasons for high failure rate?

- Unrealistic vision leading to implementation gaps
- Unexpected people resistance to change
- Management failure to adequately understand or plan for the impact of change on people

(ref: Managing Organisational Change)



How do you raise the odds of success?

For changes to occur in any organisation, the majority of people involved must Think, Feel or do something different (Kotter)

At least 75% of Managers involved must support the change initiative at the beginning of the change process for it to be successful

You probably have had your fair share of change

Call me to discuss how we can stack the odds in your

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Change

Stacking the Odds in your Favour

Immunity to Change
Finding the hidden competing commitments to change



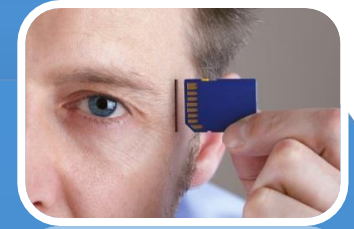


There are literally hundreds of change models out there, and it is hard to figure out why the statistics for successful change initiatives so low – *what isn't working?*

For us to adapt to change there needs to be a process that allows us to analyse the assumptions that drive us, and these are so subconscious and hidden that we would find it difficult to identify them.

The Immunity To Change – is a process based on the highly acclaimed work of Kegan and Lahey (Harvard University and Change Leadership)

“We can't solve the problems today using the same thinking that we used to create them”



The reason why organisations fail to make intended changes is not a lack of motivation or desire, but of the hidden conflicting commitments carried in their goals – their collective immunity to change.

Kegan and Lahey describe this as 'one foot on the gas and one foot on the brake'. Take, for example, the school that set a goal of higher academic achievement for its students, yet uncovered that the administrators felt protective of demanding too much from their students. Or the professional services firm that set a goal to create a culture of mutual trust and respect, but also a strong

desire in the members for independence and entrepreneurship. Until these conflicts are uncovered and understood, organisations simply cannot make the changes they desire.

And once these conflicts are understood, the organisation must learn to how change the way it learns. Remember that old saying 'we can't solve problems using the same thinking we used to create them'?

Kegan and Lahey point out that we need to learn how to learn beyond our existing mindsets. Rather than focusing simply on developing skills (technical learning), we must focus on genuine development of human capacity to learn and grow (adaptive learning). Adaptive learning requires both head and heart. “Whatever you tell leaders, tell them this: the courage to make these kinds of changes is energizing and

contagious. I saw people inside and outside my senior team go from 'this is too personal' to 'I want to do this too!'”

So are businesses ready for this kind of transformation? Our collective corporate language about 'growth' has traditionally been about numbers, not about the people behind the numbers.

But if Kegan and Lahey are right, ***growth in one cannot be achieved without growth in the other and it might just be time to look beyond the spreadsheets.***

Real World Results have studied under Kegan and Lahey and are recognised practitioners of the Immunity to Change process

