

Reading: Common Change Drivers

Understanding the Drivers

There are many reasons organizations must change. Have you observed or experienced any of the following common change drivers?

- New leadership or management
- New customers or stakeholders
- New ideas/approaches for effective management
- New office technology
- New laws or regulations
- Need to downsize
- Budget cuts
- Need for increased accountability
- Expectation of higher quality of service
- Need for more efficient work processes
- Alterations in related organizations or industries
- Increase or decrease in demand for services/products
- Inadequate organizational performance

Rarely are the reasons for organizational change obvious to everyone. The reasons need to be spotlighted and described so that everyone affected gets the same story.

Establishing Urgency

Following are two examples of change efforts from U.S. history.

- In 1969, the U.S. Space Program successfully sent a ship to the moon, where men walked for the first time in recorded history– within 10 years of the beginning of the campaign. The Soviets had been the first to launch a satellite into space, and Americans across the country felt the urgency of sending an astronaut to the moon before the Soviets. This urgency created support for and interest in NASA and the space program.
- The attempt to convert Americans to the metric system failed miserably because there was no perceived benefit from changing or consequence from not changing. While there is still a movement underway to convince people it is worth the effort, little attention is paid by most people.

Gauging Commitment

People will be convinced about the need for change to varying degrees. You will see a range of responses, from clear resistance to full commitment.

Communicating a compelling vision for the change will increase the numbers of people at the committed end of the range.

Term	Definition
Commitment	Full investment in the end result, spirited support and advocacy; 100 percent buy-in; actions back up words.
Agreement	Acceptance of an issue or course of action; willingness to act or participate according to agreed upon terms.
Compliance	Passive or reluctant acceptance; willingness to submit to a change; to cooperate; to be obligated.
Resistance	Active or passive refusal to accept, follow, or act; to oppose and erect barriers to change; to fight against.