

# Change

## Change is personal

**Changing organisations and practices means people changing their behaviours and leaders being seen to do what they ask of others**

Many organisations today and the people within them are grappling with change like never before. As old certainties and identities are challenged fear can paralyse the best individuals. Our instinct then is to hold on tighter to what we know. We may retreat into passive denial or engage in active obstruction. Anything to avoid addressing what is ultimately necessary and inevitable.

Simply amending policies and creating new systems will not guarantee you succeed in a world where the rules of economic survival and service delivery have radically changed. New behaviours are called for. Doing the same thing expecting a different result is a definition of madness after all!



**Your people may need to learn new skills, increase their knowledge or re-shape their behaviour.**

This can for many be most difficult and uncomfortable. The ability to honestly appraise ourselves is a rare quality. We have built up an image of ourselves and how we think we operate in the world which may not fit with the actuality or the demands of the new reality. This is why feedback can be painful. It's the difference between how we see ourselves and how others experience us.



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## Providing support

Providing support and development opportunities to those affected by change is vital. Without it people can flounder and become discouraged and disengaged. Advocates and early adopters can turn into apathetic spectators. The degree and nature of the support required will vary depending on how great the distance between your current state, both organisationally and personally, and your future vision.

Leaders will need both courage and conviction if they are to ensure they bring people with them. Fudging issues, delaying decisions and attempting to camouflage the truth will undermine your change programme. Equally those leaders and change agents who fail to match their own behaviour with the message will find no-one following them into that 'brave new world'.

*"Not everything that is faced can be changed, but nothing can be changed until it is faced"*  
**James Arthur Baldwin, American Essayist**



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