

## Thought Leadership Change Management



When implementing change the focus often falls on the best way to speed up the business transformation process—helping people adapt. Read on to learn about this critical phase of Change Management.

### Speeding Up Business Transformation by Helping People Adapt to Change.

The success of any strategic outsourcing initiative ultimately depends on how the people involved respond to change.

If they enthusiastically accept a new way of working, the pace of progress accelerates. And client organizations can reap all of the benefits of outsourcing in a timely, efficient manner.

If people resist change, however, the transformation effort will move at a much slower pace. You need to win people over to effect any change. In fact, without this, you could waste valuable time and resources in the process.

That's why experienced change management professionals focus so much attention on helping key stakeholders adapt to the changes involved in outsourcing as quickly as possible.

It's one of the most important contributions they can make to a successful business transformation.

### Understanding how people adapt to change.

Before you can help people adapt to a new situation, you have to understand the emotional and psychological process that people will go through when they are faced with changes that are beyond their control.

There are six basic stages involved. And it's important to recognize that they each take time.

1. Awareness
2. Denial
3. Confusion
4. Immobilization
5. Acceptance
6. Adaptation



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(Note: This graph is based on the groundbreaking work of the Swiss psychiatrist Elisabeth Kübler-Ross.)

Nevertheless, the amount of time it takes to complete this process varies considerably, depending on the people involved, their situation and how much resistance they have to change.

### **Recognizing the fears and anxieties that cause resistance to change.**

The simple fact is, resistance is a natural human response to change. And it is typically caused by fears and anxieties that can slow down or even halt the adaptation process.

Take a major transformation in the workplace, for example. People may be surprised by the initiative and wonder what it means for their future. They may feel that it's been "inflicted" on them or is a reflection on the quality of their own performance. They may worry about how it will affect their work habits and routines, their family life and important activities outside of work.

Some employees may even consider the new effort doomed to failure because of their previous experience with over-hyped reengineering and cultural change projects and programs that failed to live up to their billing.

The eminent business writer, teacher and thinker Rosabeth Moss Kanter has identified 10 factors that can cause resistance to change in a major organizational transformation. And if they are not carefully assessed and addressed, people don't adapt. And the best-laid plans for progress can grind to a halt.

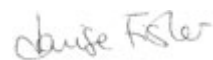
### **Overcoming resistance with skillful change management.**

Fortunately, the pace at which key stakeholders adapt to change doesn't have to be left to chance. If you take the time to truly understand their fears and anxieties, you can alleviate them with a multifaceted, two-way communication plan, personalized development programs and other tactics that are part of a holistic change management strategy.

The end result? People will adapt to change as quickly as possible and be ready to make a vital contribution to the success of the transformation.

Consider it further proof that effective change management is a core competency in outsourcing.

Sincerely,



Louise Fisher