

PEARN **KANDOLA**

# Engaging People In Change

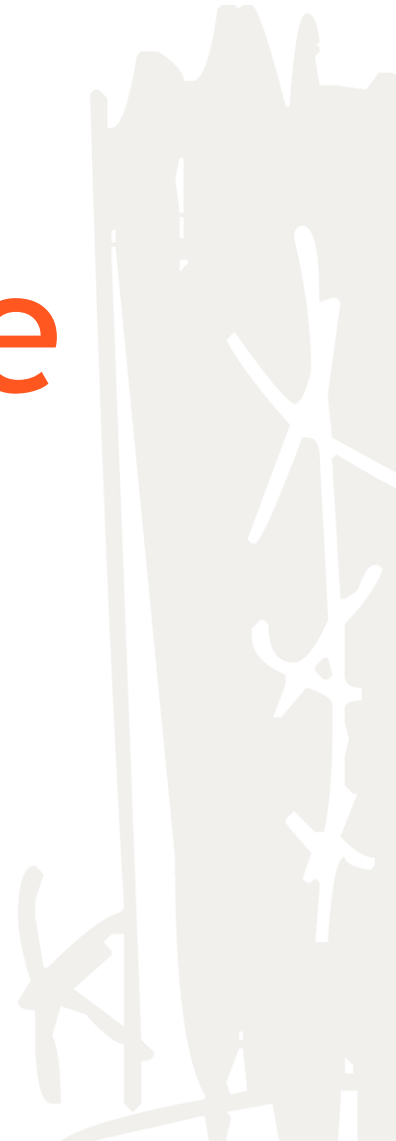
Prof Binna Kandola OBE and Stuart Duff

Because all business is psychology.

**OVERVIEW**

1. Emotional	How?	The Change Curve
2. Strategic	What?	Theory of Planned Behaviour
3. Influential	Why?	Style/Substance/Situation

# The Change Curve

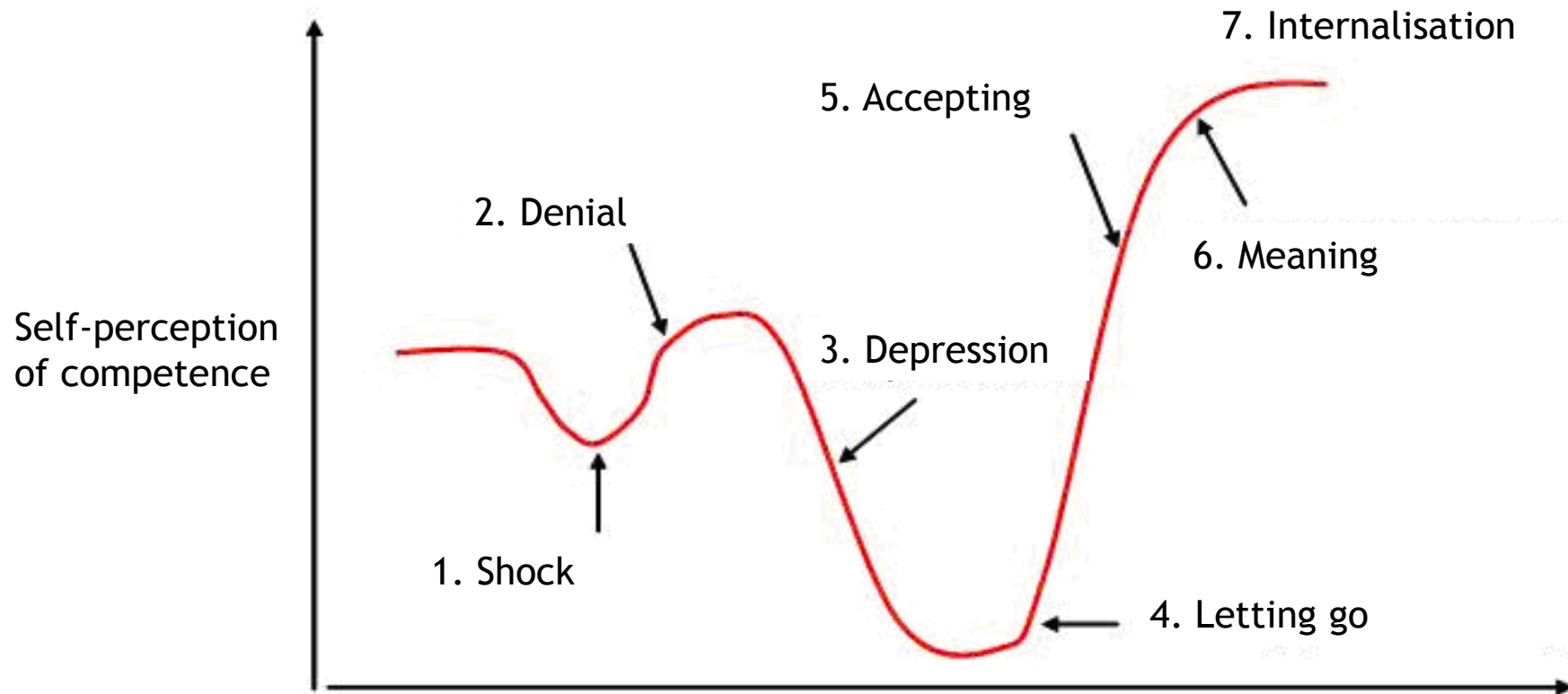


## LEADING CHANGE

- Highlights common reactions to change
- Consistent across all environments
- Reflects feelings of competence over time
- Identify stage, identify options



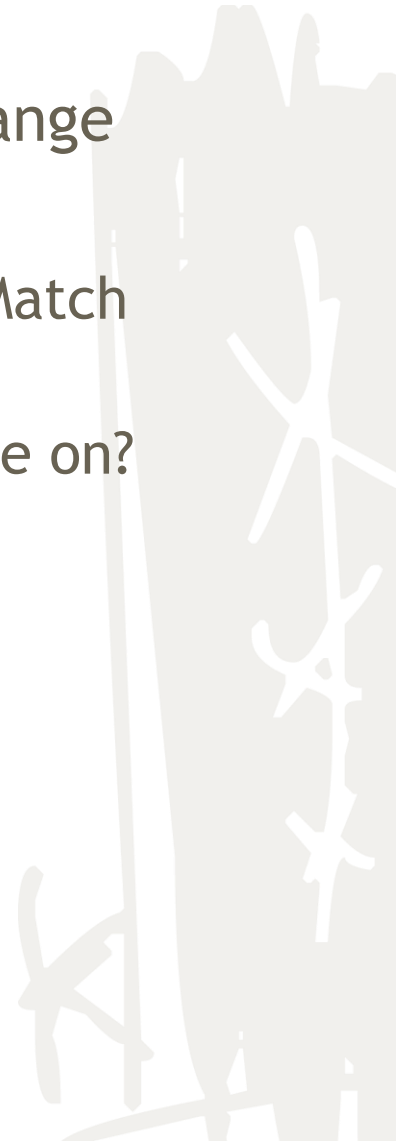
## INDIVIDUAL CHANGE: The Change Curve



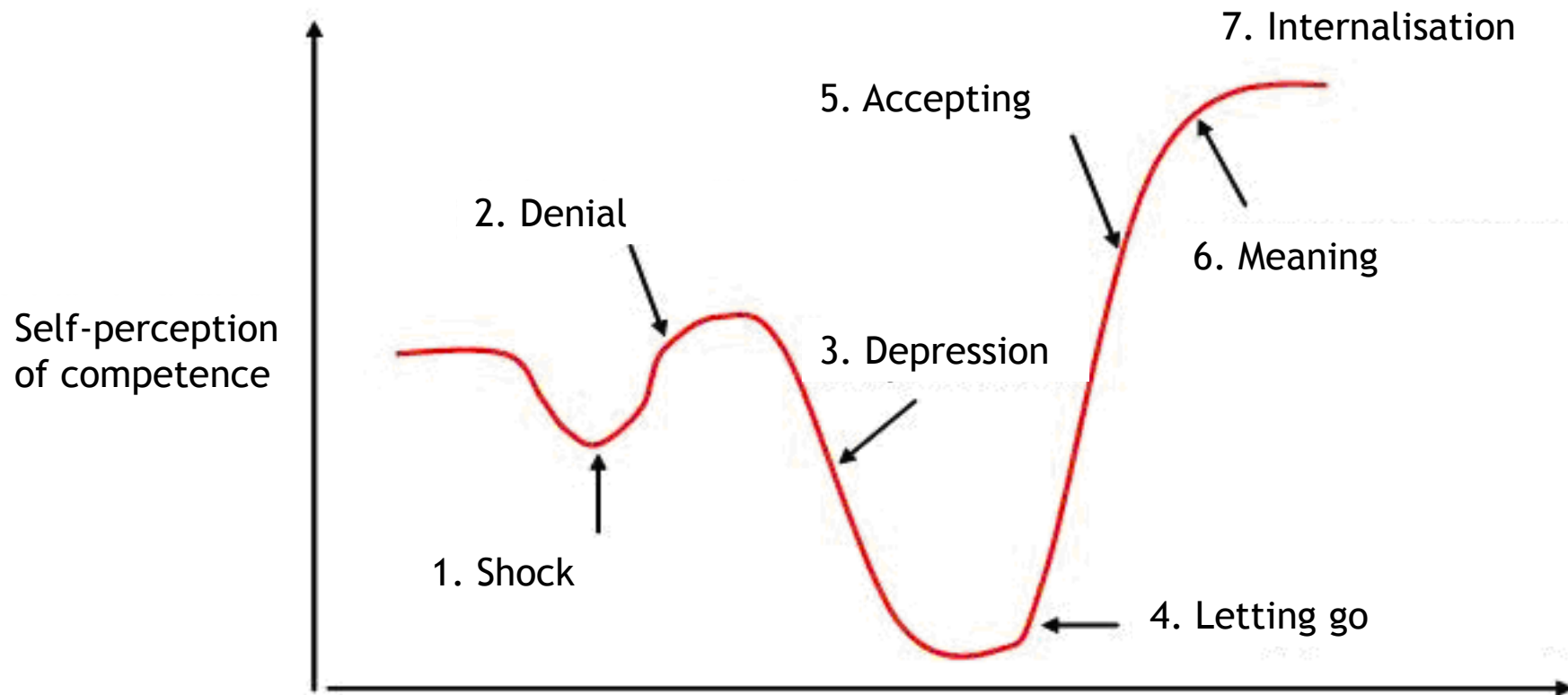
(Hopson 1984 - Psychological change model)

## EXERCISE: The Change Curve

- Sheet provided highlights common reactions to change
- Two questions to consider:
  1. At what stage are we most likely to hear/see this? Match the person to a stage on the curve.
  2. As leaders, what could we do to help to move people on?
- 10 minutes

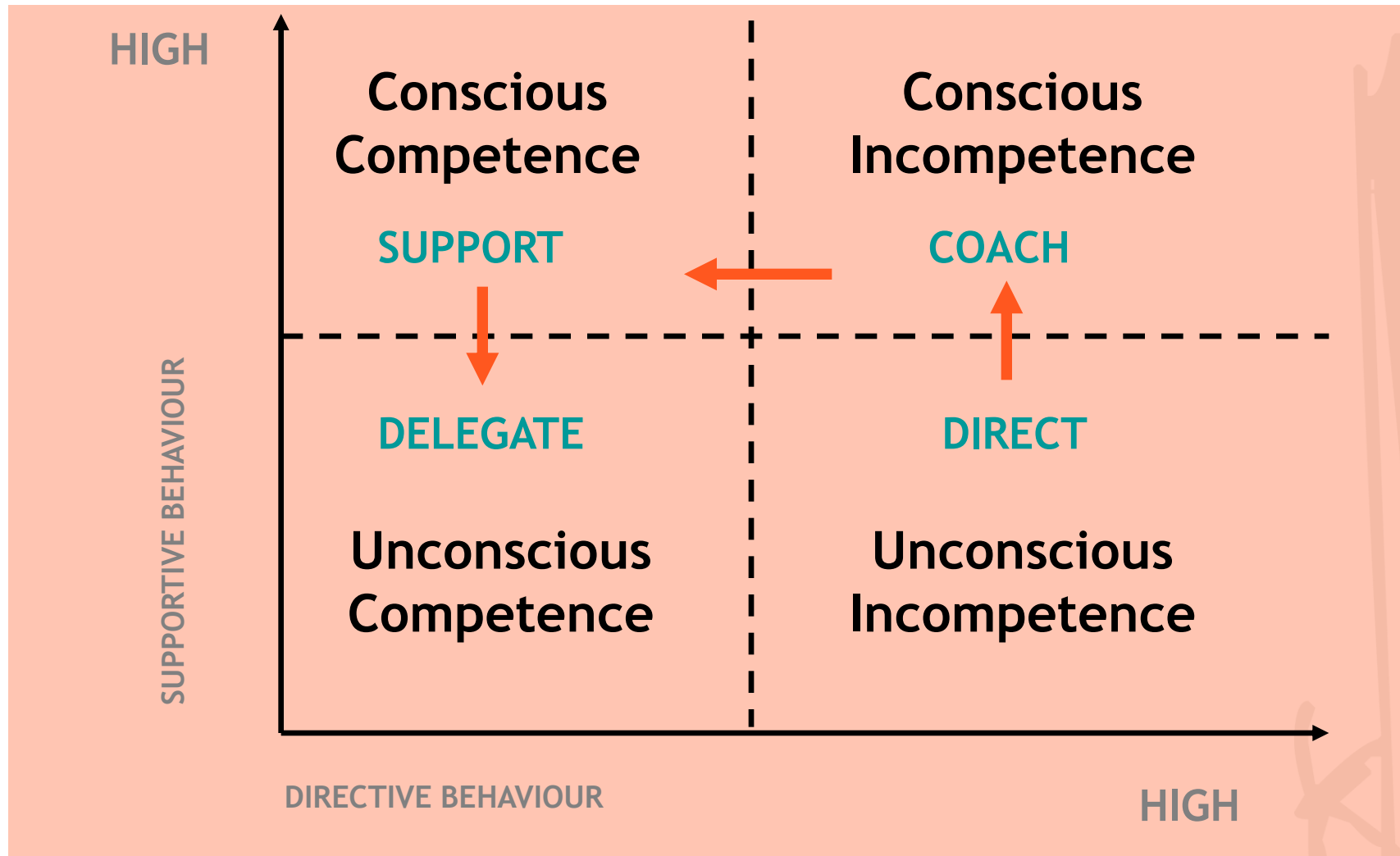


## INDIVIDUAL CHANGE: The Change Curve



(Hopson 1984 - Psychological change model)

## SITUATIONAL LEADERSHIP



# Tactical Change



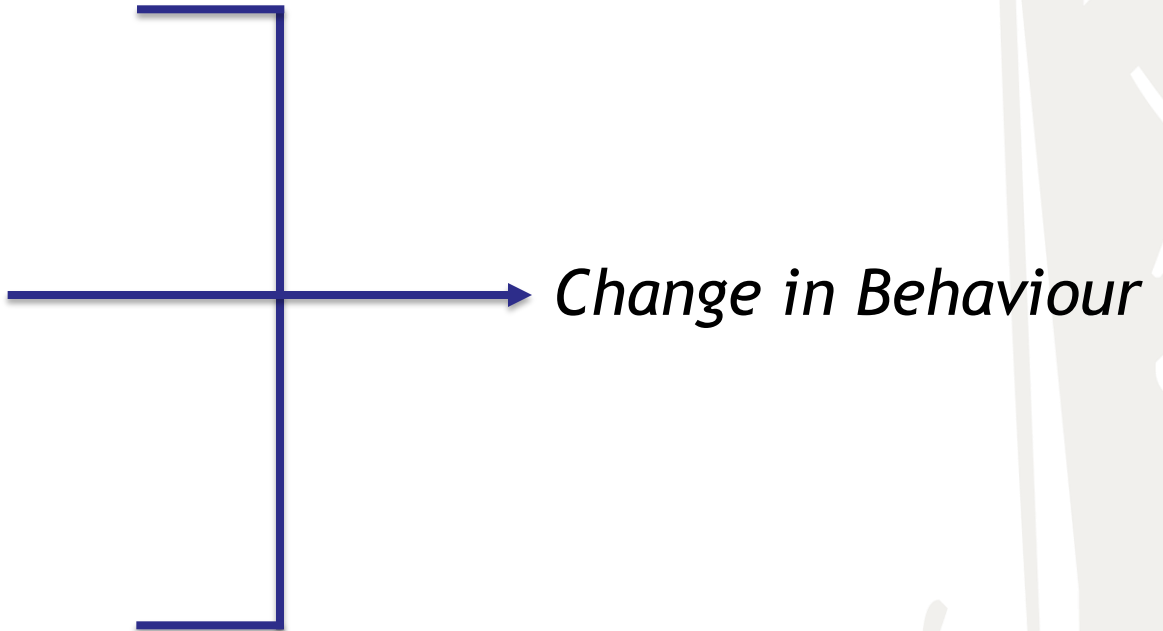
## WHY CHANGE?

### The Theory of Planned Behaviour

Attitude

Subjective Norms

Perceived  
Behavioural Control



CASE STUDY



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