

Anticipated Versus Unanticipated Change



Holbeche (2006) outlined two points of view when considering a change project in an organization:

Members of an organization can view change as either a potential loss or a threat, instead of an opportunity. Change can be seen as challenging the status quo instead of being viewed as an opportunity to grow, and these employees will usually experience anxiousness and stress (Boak, 2010)

An organization may choose to adopt a mixture of different types of approaches to change (Lles and Sutherland, 2001). The leadership itself needs to be willing to carry out and advance the concept and be trained and equipped to handle the impact of the change on the organization.

1. The first was that change be decided upon as a solution and anticipated by leaders, incrementally executed, and paced in a timely way.
2. The second point of view was that leaders should be aware of others who might see change as unanticipated and imposed, rapid and problematic

Change, constant and inevitable, almost requires leadership of an organization to be prepared to make changes tomorrow to the changes that they are making today. This requires a flexible and dynamic type of leadership

MacKay (2010) makes an important point in diagnosing employee's complacency as causing an unwillingness to be inquisitive in doing their jobs. People can over-rely on their sense of logic and, with a tendency to over-think the change, fear failure and create a mental block against change. Therefore, when a change is proposed, the potential reaction from the members of an organization could lead to their opposition of it and a lack of evident commitment (Beckhard and Harris, 1987).

