

Hard Change Versus Soft Change

Senior and Fleming (2006), in an investigation of less complex versus more complex changes, identified categories that they call:

1. HARD CHANGES

Measurable and quantifiable topics or issues, such as measuring innovation in technology, can be viewed as 'hard' changes, where analysis can comfortably lead to the 'correct' or 'right' answer.

2. SOFT CHANGES

Where there are factors that cannot be mathematically quantified or measured because they are a matter of perspective, there are no 'right' answers.

Paton and McCalman, 2000; Senior and Fleming, 2006.



One example of these factors might be ideologies and philosophies, which could factor heavily on how a change project proceeds.

