

The Impact of Change on People

The impact of change on people, especially in the workplace, can pose *problems.*

The challenge of bridging creativity into a change can be more about managing people than managing the change itself (Holbeche, 2006).



The measurable and non-measurable concepts of 'hard' and 'soft' changes are reflected in a study by Beer and Nohria (2000) where types of change are also categorized into two groups:

THEORY E

Theory E encompasses the quantifiable strategic changes that may be made by an organization's upper management and leadership. These types of changes might include such things as increasing shareholder values by strategic moves; or changes in the fluidity of organizational charts, systems and configurations.

THEORY O

Theory O deals more in the 'soft' areas of change and the well-being of the employees. Focus is made on creating a corporate culture that fosters a cooperative participation by the employees when the leadership is trying to implement change.

This study points to analysis as being more or less the single-handed effective tool for planning and implementing, made easier because, as Senior and Fleming (2006) acknowledged, analysis is thought of as containing the 'right' answer. But MacKay (2010) points out that the need to have the 'right answer' can often create a 'conceptual block' to creativity. Many experienced executives who have been in the same industry over a long period of time tend to repeat failed methods while hoping for different results. They often have become too rigid in their thinking and expectations.

It takes into account not only development of an organization's employees in areas such as training, but it also takes the employees into consideration and includes them in the benefits before the change is announced to all.

