This book by Victoria M. Grady and James D. Grady explores the methodologies that executives can implement to navigate organizational change in their companies.

The hypercompetitive global marketplace requires that organizational change occurs at an incredible pace. Gifted and well-intentioned thinkers and practitioners have applied their best efforts to develop methodologies that will successfully navigate the challenge of organizational change. But despite all these advances, the vast majority of organizational change initiatives still fail. In fact, the failure rate has remained around 68 percent for the last 15 years…why?

Why Is Change So Hard?
Change comes in all forms—leadership, technology, process, structure, etc.—but regardless of its form, and even if it’s difficult to admit, we often find ourselves surprised by the presence of an internal reluctance. The bottom line: It is simply not in our nature to accept change.

The Pivot Point
It is in our nature as humans to develop an attachment to things that we lean on for support, and we do not want to lose touch with those things. To understand why we form these attachments, we have to look far back into our history or at the groups that still live in the shadows of our modern world, and we will see that for most of human existence, change is first experienced as a loss. As a result, there has developed within us a warning system—a sense of insecurity or loss of stability that results from change.

Pivot to Success!
If understanding attachment is an inherent part of human nature—and thus, a critical component of successful organizational change—then our challenge as executives, managers, supervisors, and employees through any organizational change is to identify those attachments and how the impending change affects them and try to craft a solution. Success in organizational change depends upon maintaining healthy attachments while supporting and facilitating the successful implementation of new technology, new business process, new systems, new leadership, new office space, and all other types of organizational change. This is what we have come to call the pivot point of organizational change. When we recognize the significance of our individual reaction to organizational change, take appropriate steps to support healthy attachment behaviors and make use of current information to optimize the situation for all affected.

SUCCESS IN ORGANIZATIONAL CHANGE

BY

VICTORIA M. GRADY

AND JAMES D. GRADY

EXCERPT FROM THE BOOK: “THE STORY”

The reaction to change is so deeply embedded in our nature that, even today, the threatened removal or replacement of something in our organization that we’ve come to depend on triggers an urgent reaction designed to remove the threat or help us avoid it. The source of the problem is not so much the new object, but the threat of the loss of the old one. It is simply not in our nature to easily accept any change associated with loss…confronting change causes a natural but intense inner turmoil or sense of foreboding. During a major organizational change, this sense of turmoil is universal among employees, whether they understand the reasons behind the change or not, and symptoms of this turmoil eventually lead to behaviors that undermine the basic purposes of the organization…To go just a little further, it seems that our lives are all about attachments. We can’t rationalize or wish away these attachments because they are part of our internal defense mechanisms. So when we face change, the price we pay for the change is a period of unrest or instability. If we are to face this honestly, we must accept and deal with the pain of change as a natural part of the change process and of life.

“WEAVING A STORY AROUND REAL-WORLD SITUATIONS, THE AUTHORS SKILLFULLY REVEAL REGULARLY MISAPPLIED ASPECTS OF MANY CURRENT CHANGE MANAGEMENT PROCESSES. THE PIVOT POINT DRIVES THE READER TO THE LOGICAL CONCLUSION THAT THE KEY TO SUCCESSFUL CHANGE INITIATIVES IS MANAGING EMPLOYEES’ REACTION TO CHANGE. AS I READ IT, IT BECAME EVIDENT HOW EASILY I COULD APPLY THESE NATURALLY OCCURRING PRINCIPLES TO MORE EFFECTIVELY MEET THE CHALLENGES OF ORGANIZATIONAL CHANGE.”

—Stephen F. Ruch, Senior Vice President and Group Head of Franchise Development—Growth, Innovation and Planning, MasterCard Worldwide

SUCCESS IN ORGANIZATIONAL CHANGE

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EXCERPT FROM THE BOOK: “THE SCIENCE BEHIND THE STORY”

Dr. Bankston believed that the answer could be found in the individual’s response to change. Indeed, not one of the organizational change models presented over the last fifteen years has addressed this problem from the symptomatic perspective of the individual employee. He had gone outside his field for more evidence, and, perhaps to his surprise, he found himself in the field of psychology—specifically, attachment theory. He found an explanation for the consistent reactions he saw in individuals experiencing change in the workplace: They seemed to be exhibiting signs of attachment behavior—symptoms typical of losing access to significant attachment objects.

BUY THE BOOK HERE

“The Pivot Point”

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