1 Introduction

- Project are organizational change.

- Everyone deals with change differently.

- Compliance vs Acceptance

- Technical perspective:

  - People want this change.
  - People will be thankful of the change.
  - Good training will answer all questions.
  - Lots of changes, so more changes is no big deal.
  - Two choices: accept change or leave.

- Other end of the spectrum:

  - Change may not happen.
  - People will comply for a time, then revert.
  - Users may accept only a portion of the change.
  - Customers may not purchase the system.

- Change has an impact.

- Positive change: aspiration

- Negative change: dread

- Any chance often involves stress, anxiety, etc.

- Change is a process.

- Unfreezing, changing, re-freezing.

- Change is emotional.

- Five stages:

  - Denial
  - Anger
  - Bargaining
  - Depression
  - Acceptance

- Change Sponsor

- Change Agent

- Change Target

- Strategy for change

  - Rational: people follow predictable patterns and will follow their own interests. Change must be persuasive and convincing—how a particular change will benefit the individual.

  - Normative: people are social beings, so change is changing social norms. e.g. That's the way things are done around here.

  - Power: change or else.

  - Environmental: People are often comfortable with the way things are. Change can be accomplished by removing that current-state and replacing it with a new state. e.g. Upgrades over the weekend—folks have no choice but to use the new system.

- Change progress should be tracked.

- Resistance

- Conflict:

  - Traditional view: conflicts should be avoided

  - Contemporary view: conflicts are innevitable and natural

  - Interactionist view: conflict is an important and nessasary ingridient of performance.