



# WHY IS CHANGE SO HARD? THE START TO SUCCESSFUL CHANGE MANAGEMENT



Here at Pulsara, we believe that change is 5% technology, 15% process, and 80% about people.

Change is hard for most people, and there are many reasons why. Cultural and process changes can affect people **neurologically, socially, psychologically, or even physiologically**. Resistance to change doesn't necessarily equal opposition. Taking the time to understand how change affects people and working to overcome obstacles people face when navigating change also has a direct impact on productivity. Organizations that have a well-oiled change management process see less financial impact than those that don't prioritize it when initiating change.

The Prosci organization is a global leader in change management and the creators of the ADKAR framework. One particular excerpt from the article **"What is Change Management"** really embodies

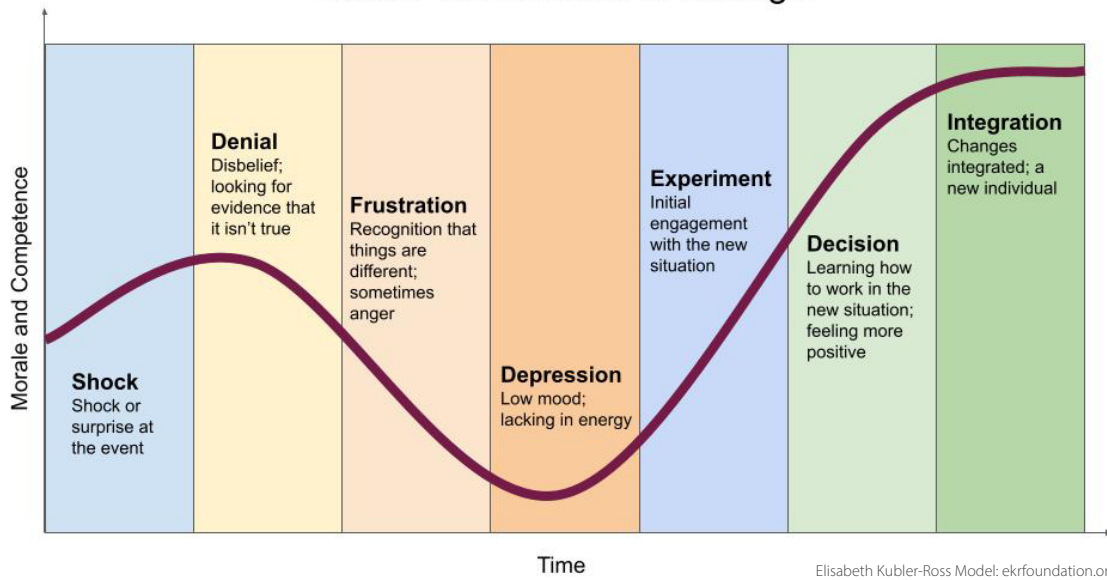
the importance of the people aspect to change and the impact of people on an organization:

**"Organizations don't change, people do. It is the cumulative impact of successful individual change that brings about successful organizational change. If individuals don't make changes to their day-to-day work, an organizational transformation effort will not deliver."**

Resistance to change is normal, and it should be something that change leaders anticipate. The Kübler-Ross Change Curve nicely illustrates that emotions like shock, denial, and frustration do not mean that those in your organization are opposed to change; these are normal stages of the change management process that need to be accounted for. If we recognize and understand the human response to change, we can implement change management strategies that minimize the financial impact to our organization.



## Kübler-Ross Model of Change



So how do we become better so that we can help minimize the impact of necessary change? There are many existing frameworks out there, courses, and certifications one can obtain, but [Gleicher's Formula for Change](#) (later refined by [Kathie Dannemiller](#)) is a simple concept and a good place to start. The formula says:

$$D \times V \times F > R$$

**Dissatisfaction x Vision x First Concrete Steps > Resistance**

- 1. Dissatisfaction:** Understand why the change is necessary, what are we currently dissatisfied with, or what is not working, and make sure that you clearly communicate the why to all stakeholders.
- 2. Vision:** Create a positive vision for the future: if we all undertake this change together, this is the positive change we will create. This is how it will make our work better.
- 3. First Concrete Steps:** Clearly define the first concrete step needed to make the vision a reality.

Getting on the same page with all team members involved can help reduce the friction caused by introducing something new. That way, everyone has a chance to be involved in the process. You are much more likely to see buy-in across the board if everyone is involved and feels heard in their concerns.

Painting a clear picture of the end goal of the change will also help everyone adjust to the idea. When team members understand the "why" behind the change and see the positive impacts it's meant to bring about, they'll be more willing to participate.

And finally, helping everyone understand the vision for the future is just as important as outlining the first steps toward making the change happen. By defining a clear expectation of the steps that need to be taken, you'll set team members up for success in knowing what their role in the process will look like.

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For further reading on how change affects us as humans and how to effectively plan for it, check out these resources:

- [Why Do We Resist Change? Improvement Is All About People](#)
- [We Are Hardwired to Resist Change](#)
- [4 Keys for Managing Change Amid Chaos](#)

**LEARN HOW YOUR ORGANIZATION CAN MAKE CHANGE HAPPEN.**

Simply click the button below which best describes your organization type:

